



CITY OF SANTA BARBARA

FINANCE COMMITTEE REPORT

AGENDA DATE: December 23, 2008

TO: Finance Committee

FROM: City Administrator's Office

SUBJECT: Comparative Indicators Report

RECOMMENDATION:

That the Finance Committee receive a report on Comparative Indicators.

DISCUSSION:

Background

In 2006 and 2007, Comparative Indicators were presented to the Finance Committee. At the request of the Finance Committee, this report has been revised. The current report utilized California cities rather than cities with similar population size. The majority of these cities are coastal communities which offer similar services and revenue streams.

Comparative Indicators

The attached Comparative Indicators Report compares Santa Barbara with ten other California communities. The dynamics of these cities are similar to Santa Barbara in the services provided and the focus on tourism. This information provides a snap-shot of key indicators related to City demographics, revenues and expenditures, staffing, Public Safety and services. A table of comparative indicator data, compiled from Fiscal Year 2008 budgets, on-line resources and reports, and communication with staff, is followed by graphs arranged by indicator groups. This data provides a starting point for Council and staff to measure our effectiveness and efficiency in comparison with these other communities.

ATTACHMENT(S): Comparative Indicators Report – December 23, 2008

PREPARED BY: Lori Pedersen, Administrative Analyst

SUBMITTED BY: James L. Armstrong, City Administrator

APPROVED BY: City Administrator's Office

City of Santa Barbara Comparative Indicators Report

December 2008





City of Santa Barbara

City Administrator's Office

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December 23, 2008

Dear Mayor and Councilmembers:

The attached Comparative Indicators report compares Santa Barbara with ten other California communities. This information is a snapshot of key indicators related to city demographics, revenues and expenditures, Public Safety, staffing, services, and Redevelopment Agency funding. The ten communities that were selected are; Santa Cruz, Redondo Beach, Newport Beach, Santa Monica, Carlsbad, Berkeley, City of Ventura, Sunnyvale, Oceanside, and Huntington Beach.

The indicators are focused in six areas: General Demographics, Financial Indicators (including Redevelopment Agency), Public Safety, Library, Parks, and Public Works.

General review of the data shows that Santa Barbara is at or near the median in most of the areas. Some of the areas where Santa Barbara exceeds the median are Public Safety, Diversion Rate, and Park Acreage. A discussion of these variations is included in the report.

While every city faces different challenges based on expectations of service levels, fiscal constraints, and community demographics, this information provides a starting point to gauge our effectiveness and efficiency relative to other California communities.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. L. Armstrong", is written over a faint, larger blue outline of the same signature.

James L. Armstrong
City Administrator

Attachment

This report compares general demographics, financial indicators, public safety, library, parks and public works services to determine the level of effectiveness and efficiency. The ten cities include Carlsbad, Oceanside, Santa Cruz, Ventura, Sunnyvale, Newport Beach, Huntington Beach, Berkeley, Redondo Beach, Santa Monica and Santa Barbara.

General Demographics

The City of Santa Barbara ranks third in density at 4,300 people per square mile, while the City of Santa Monica has the greatest density at 11,430 people per square mile. In comparison to the other cities, Santa Barbara is near the median in both population and land area. Santa Barbara is slightly below the median income per capita, \$35,286, and median household income, \$54,476, among the ten cities.

Financial

The financial information gathered and presented in this report, provides a comprehensive overview of a city's expenses and financial resources, and specific departmental funds and revenues. Since every city is structured and organized differently, this report does not include every city department. Instead, this report reviews and evaluates key comparable areas.

When evaluating the General Fund revenue, Redondo Beach and Santa Monica are outliers on the chart -- \$67,960,122 and \$245,822,397; respectively. Santa Barbara is 3% below the median at \$105,185,375; yet when assessing the per capita information Santa Barbara is the median at \$1,165. The General Fund revenue per capita spectrum ranges from Oceanside at \$691 to Santa Monica with \$2,688.

All of the communities reported General Fund capital projects, but the policies and amounts varied greatly. Sunnyvale budgeted \$11,000 while Newport Beach budgeted \$11 million. Santa Barbara budgeted 1.6% or \$1.7 million on capital projects in Fiscal Year (FY) 2008.

The Sales, Property, Business License, Utility Users and Transient Occupancy taxes demonstrates that that each community has a unique make up of tax revenue. (Newport Beach, Carlsbad and Oceanside communities do not have a Utility Users Tax.) These five key taxes represent 63% of Santa Barbara's General Fund revenue. Santa Barbara has the lowest Property Tax per capita of these ten communities at \$249, while Newport Beach has the highest tax per capita at \$864. Santa Barbara has the second highest Transient Occupancy tax revenue per capita at \$150, while Carlsbad and Santa Monica collect \$373.

The Redevelopment Agency tax increment has a wide spectrum, with Santa Barbara above the median. The community with the largest Redevelopment Agency tax increment is Santa Monica at \$51,300,000 (which includes funds for Earthquake Redevelopment), and the smallest is Berkeley at \$1.7 million and a staff of one person. Santa Monica's Earthquake Redevelopment project area includes 90% of the buildings destroyed and 80% of the buildings damaged during the 1994 Northridge Earthquake. Santa Barbara's Redevelopment Tax Increment is \$13,860,000.

Authorized Positions

Of the ten communities Santa Barbara is the third highest in authorized positions at 12 positions per 1,000 residents. This is twice the median of 6.88 positions per 1,000 residents for the ten communities. This ratio may reflect the fact that Santa Barbara has more enterprise operations such as Airport, Waterfront, water/wastewater utilities and Downtown Parking and that the organization emphasizes a higher level of service. Additional information about individual programs and departments is needed to understand exactly where Santa Barbara varies from these other communities.

Public Safety

Police Department

Data was gathered for three standard indicators: percentage of general fund expense, number of authorized positions per 1,000 residents and Part One Crimes per 1,000 residents. Using Part One Crimes as a ranking tool can be misleading and it is cautioned that this number needs to be examined in terms of all of the community variables.

The Police Department expenditure represents 31% of Santa Barbara's General Fund expense which is slightly below the median of this group. There is a 26% difference between the highest and lowest funding percentages (Sunnyvale being the highest and Carlsbad the lowest). This percentage is also a reflection of the size of other City General Funded departments, specifically Parks and Recreation and Community Development.

Data for authorized positions is a tool used for understanding staffing levels in a community. Santa Barbara is the median with 1.55 positions per 1,000 residents. The range is .94 (Sunnyvale) to 2.36 (Santa Monica). Sunnyvale has a combined Police and Fire service, where each sworn officer is trained in law enforcement and fire fighting but their primary job is law enforcement.

Part One Crimes are defined as homicide, burglary, robbery, rape, vehicle, theft, aggravated assault, larceny and arson. Each city Police Department submits this information to the Federal Bureau of Investigation (FBI), which in turn generates a national list. Unfortunately, this data potentially has the greatest variance due to reporting policies, community practices and population characteristics. The median for this group of communities is 35 crimes per 1,000 residents. Santa Barbara slightly exceeds this at 38.

Fire Department

The Fire Departments of each city organization operates a variety of programs. Santa Barbara provides emergency medical response, fire fighting and public education as part of the department. Other communities include Marine Rescue (Santa Cruz), Lifeguards (Newport Beach) and paramedic services (Redondo Beach, Carlsbad and Huntington Beach). Again, Sunnyvale is the only community that has a combined Fire and Police Department with officers trained in law enforcement, fire fighting and emergency response. Some communities also receive funding from a FireMed program, where individuals pay an annual fee (\$46-\$60) to receive paramedic, emergency ambulance service, and other additional services.

Santa Barbara Fire Expenditure as a percentage of the General Fund is 17.1%, which slightly exceeds the median of 16%. Santa Barbara also exceeds the median with a 1.00 sworn position per 1,000 residents (median .95). Another measure utilized is the fire stations coverage per square mile. Each of Santa Barbara's fire stations cover approximately 3 square miles. (Fire Operations for the Santa Barbara Airport were excluded from the data as they are funded by the Airport and operate outside the downtown core.)

In conclusion Santa Barbara's Police and Fire services represent 48% of the General Fund expense.

Library

The Library Department also focuses on service for the community. Santa Barbara's Library Department operating budget in 2006 was \$5,871,338 and is 6% below the median. Per capita cost of Library Services is \$65 per resident with the median at \$68 (Newport Beach).

Santa Barbara and Santa Cruz are unique agencies that provide Library services for both the County and City, making services available to a larger population (200,000+).

Parks

Many of the cities had different organization structures, hindering analysis of the expenditures for parks and recreation services. All of the cities reported developed parks acreage allowing evaluation of this indicator. Santa Barbara has 582 acres of developed parks as well as 1200 acres of open space. The 6.44 acres per resident is almost triple the median of 2.68 acres. Only Santa Cruz exceeds Santa Barbara's ratio with 9.21 acres per resident.

Public Works

Solid Waste Diversion Rate

Santa Barbara's diversion rate of 66% is the third highest among the communities, which reflects Santa Barbara's commitment to creating a sustainable community. The current state diversion rate requirement is 50%.

Street Pavement Condition Index

The Pavement Condition Index (PCI) indicates the quality of the streets in each city. This information is established reported by cities every two years. As a result, some of the numbers presented are for various years and can vary depending on the rating system used. A PCI of 70 is good.

Lane Miles Maintained

Lane miles are an indicator of the amount of miles that the city has to maintain and is a companion indicator to PCI. Some cities report responsibility for the freeways that run through their communities where Santa Barbara reports only surface streets.

Conclusion

Review of the data collected indicates that Santa Barbara is at or near the median in most of the service areas. Those areas where Santa Barbara exceeds the median represents the City's ongoing commitment to public safety, open space and sustainability.

Note: All of the data was gathered from adopted 2008 budgets, on-line resources, annual reports and communication with staff. In the communities where information was not available they have been omitted from the graphs.

Comparative Indicators (FY 08 Budget)

Indicator	Santa Barbara	Santa Cruz	Redondo Beach	Newport Beach	Santa Monica	Carlsbad	Berkeley	Ventura (city)	Sunnyvale	Oceanside	Huntington Beach
Population (08)	90,305	54,262	67,488	84,554	91,439	103,811	106,697	108,261	137,538	168,602	192,885
Land Area (square miles)	21	12	6.3	14	8	42	10.5	21	24	42	26
Population per square mile	4,300	4,522	10,712	6,040	11,430	2,472	10,162	5,155	6,006	4,014	7,419
Population characteristics											
19 and under	18%	24%	18%	22%	15%	27%	21%	24%	28%	29%	23%
Over 65	15%	9%	11%	20%	14%	11%	10%	12%	11%	14%	12%
Median Income per Capita	\$ 35,286	\$ 25,758	\$ 47,119	\$ 77,395	\$ 57,230	\$ 44,168	\$ 31,888	\$ 31,370	\$ 38,058	\$ 25,919	\$ 39,910
Median Household Income	\$ 54,476	\$ 50,605	\$ 82,744	\$ 103,068	\$ 61,423	\$ 83,737	\$ 51,256	\$ 61,925	\$ 79,926	\$ 58,995	\$ 75,896
Percent of Owner-Occupied Housing	42%	46.60%	49.50%	55.70%	29.80%	67.40%	42.70%	58.3%	48.90%	62.10%	60%
Financial Information											
General Fund Revenue	\$ 105,185,375	\$ 77,144,155	\$ 68,645,604	\$ 146,964,943	\$ 245,822,397	\$ 120,700,000	\$ 137,972,508	\$ 95,051,314	\$ 125,000,000	\$ 116,473,362	\$ 185,046,804
General Fund Revenue per Capita	\$ 1,165	\$ 1,422	\$ 1,017	\$ 1,738	\$ 2,688	\$ 1,163	\$ 1,293	\$ 878	\$ 909	\$ 691	\$ 959
General Fund Expense	\$ 103,378,493	\$ 79,745,154	\$ 67,801,239	\$ 133,205,415	\$ 242,400,000	\$ 118,300,000	\$ 143,157,804	\$ 95,051,314	\$ 133,800,000	\$ 119,848,831	\$ 188,130,488
General Fund Expense per Capita	\$ 1,145	\$ 1,470	\$ 1,005	\$ 1,575	\$ 2,651	\$ 1,140	\$ 1,342	\$ 878	\$ 973	\$ 711	\$ 975
Total FTEs per 1,000 population	12.00	12.53	7.36	8.28	21.26	6.88	6.50	4.58	6.76	6.28	5.93
General Fund Capital Improvement	\$ 1,662,805	\$ 2,530,964	\$ 310,000	\$ 11,180,795	\$ 6,864,148	\$ 1,000,000	\$ 8,589,456	\$ -	\$ 10,824	\$ 3,500,000	\$ 1,624,215
General Fund Capital as % of Gen Fund Exp.	1.6%	3.2%	0.5%	8.4%	2.8%	0.8%	6.0%	0.0%	0.01%	2.9%	0.9%
Key Tax Revenues Per Capita	\$ 735	\$ 872	\$ 704	\$ 1,295	\$ 1,703	\$ 896	\$ 955	\$ 585	\$ 642	\$ 436	\$ 673
Sales Tax	\$ 21,189,900	\$ 14,962,000	\$ 10,941,000	\$ 22,877,127	\$ 33,867,000	\$ 28,500,000	\$ 14,362,193	\$ 19,613,571	\$ 32,584,622	\$ 20,255,130	\$ 26,060,000
Property Tax	\$ 22,485,200	\$ 13,906,000	\$ 23,765,000	\$ 73,083,538	\$ 33,357,781	\$ 47,800,000	\$ 58,175,207	\$ 28,667,563	\$ 41,035,197	\$ 48,044,030	\$ 65,001,000
Business License Tax	\$ 2,296,000	\$ 773,000	\$ 1,380,000	\$ 3,465,000	\$ 22,675,000	\$ 3,100,000	\$ 11,487,315	\$ 1,801,642	\$ 1,100,000	\$ 2,702,090	\$ 9,051,200
Utility User's Tax	\$ 6,846,800	\$ 9,211,000	\$ 7,800,000	\$ -	\$ 31,928,000	\$ -	\$ 14,557,787	\$ 9,387,425	\$ 7,097,321	\$ -	\$ 23,130,000
Transient Occupancy Tax	\$ 13,581,500	\$ 2,148,000	\$ 3,605,000	\$ 10,042,657	\$ 34,080,000	\$ 13,600,000	\$ 3,328,000	\$ 3,900,000	\$ 6,530,046	\$ 2,465,480	\$ 6,500,000
	\$ 66,399,400	\$ 41,000,000	\$ 47,491,000	\$ 109,468,322	\$ 155,707,781.00	\$ 93,000,000	\$ 101,910,502	\$ 63,370,201	\$ 88,347,186	\$ 73,466,730	\$ 129,742,200
Redevelopment Agency											
Year of establishment	1968	1956	1962		1957	1981	-	1966	-		1969
Tax Increment	\$ 13,860,000	\$ 11,166,253	\$ 3,812,000	\$ -	\$ 51,300,000	\$ 3,900,000	\$ 1,677,368	\$ 3,200,000	\$ 15,990,726	\$ 8,557,742	\$ 15,018,990

Santa Monica has an Earthquake recovery Development Project created after the Northridge earthquake

Comparative Indicators (FY 08 Budget)

	<u>Santa Barbara</u>	<u>Santa Cruz</u>	<u>Redondo Beach</u>	<u>Newport Beach</u>	<u>Santa Monica</u>	<u>Carlsbad</u>	<u>Berkeley</u>	<u>Ventura (city)</u>	<u>Sunnyvale</u>	<u>Oceanside</u>	<u>Huntington Beach</u>
Public Safety											
Police Expenditures as % of Gen. Fund Exp.	31%	27%	47%	31%	27%	22%	32%	33%	47%	43%	33%
Sworn Police FTEs per 1,000 residents	1.55	1.75	1.57	1.76	2.36	1.11	1.57	1.18	0.94	1.26	1.23
Part 1 Crimes per 1,000	38	67	27	32	49	30	77	40	21	35	25
Fire Expenditure as % of Gen. Fund Exp.	17.1%	15.0%	21.9%	22.5%	9.4%	14.8%	15.9%	20.3%	16.0%	21.6%	14.2%
Sworn Fire personnel per 1,000 residents	1.00	0.94	0.95	1.57	1.22	0.76	1.22	0.67	0.59	0.68	0.61
Number of Stations	7	3	3	8	4	6	7	6	6	8	8
Square Miles covered by station	3.00	4.00	2.10	1.75	2.00	7.00	1.50	3.50	4.00	5.25	3.25
Number of fire calls	232	330	1,672	259	46	218	228	0	1,887	700	450
Number of medical emergency calls	4,986	4,517	3,925	6,379	9,488	4,927	5,709	0	5,498	7,300	10,559
Parks											
Total Park Acreage (Developed Parks) per 1,000 residents	6.44	9.21	2.68	2.14	1.20	2.20	0.98	3.05	1.62	3.41	3.25
Library											
Operating Budget (2006 data)	\$ 5,871,338	\$ 11,232,941	\$ 3,711,300	\$ 5,708,724	\$ 9,813,994	\$ 8,697,291	\$ 14,269,707	n/a	\$ 6,673,509	\$ 4,475,004	\$ 4,673,608
Library Circulation Rate per Capita	6.78	9.63	12.71	17.31	10.82	12.55	14.67	0	14.16	2.79	4.05
Number of libraries and branches	9	11	2	4	4	3	5	0	1	6	5
Operating Budget per capita	\$ 65.02	\$ 207.01	\$ 54.99	\$ 67.52	\$ 107.33	\$ 83.78	\$ 133.74	\$ -	\$ 48.52	\$ 26.54	\$ 24.23
Public Works											
Pavement Condition Index	70	59	0	84	83	81	62	72	80	n/a	63
Lane miles maintained	280	136	127	525	155	254	453	650	515	384	1121
Diversion Rate (2006 uncertified)	66%	62%	n/a	60%	62%	49%	45%	68%	63%	59%	69%

Santa Monica Police includes, Harbor, helicopter unit, jail, Police fleet services and Animal regulation/shelter

Berkeley Police Service includes Marine Patrol and Jail services

Huntington Beach has an helicopter operations for traffic

Santa Cruz includes EMS and Marine Services

Redondo Beach includes EMT, paramedics and Harbor Patrol

Newport Beach includes EMS, Ocean Lifeguards and Jr. lifeguards

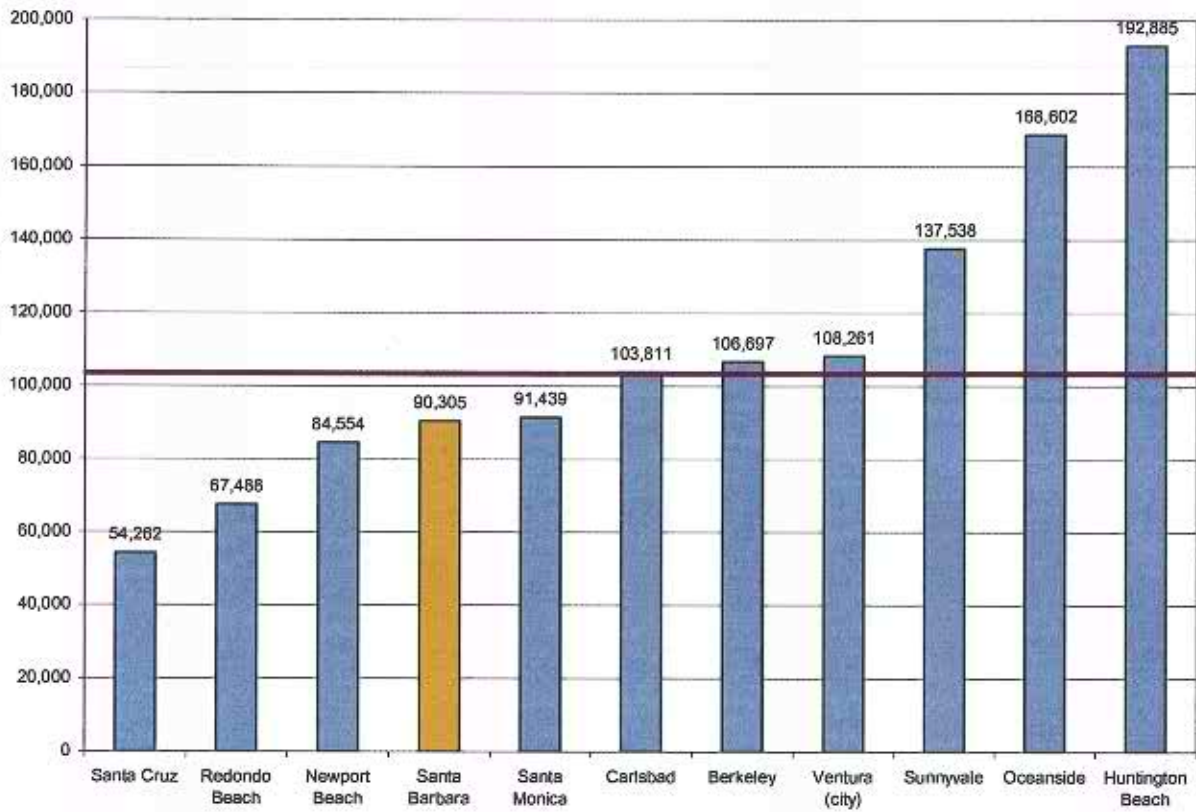
Huntington Beach includes paramedic and ambulance service, fleet maintenance

Berkeley includes paramedic/ambulance service

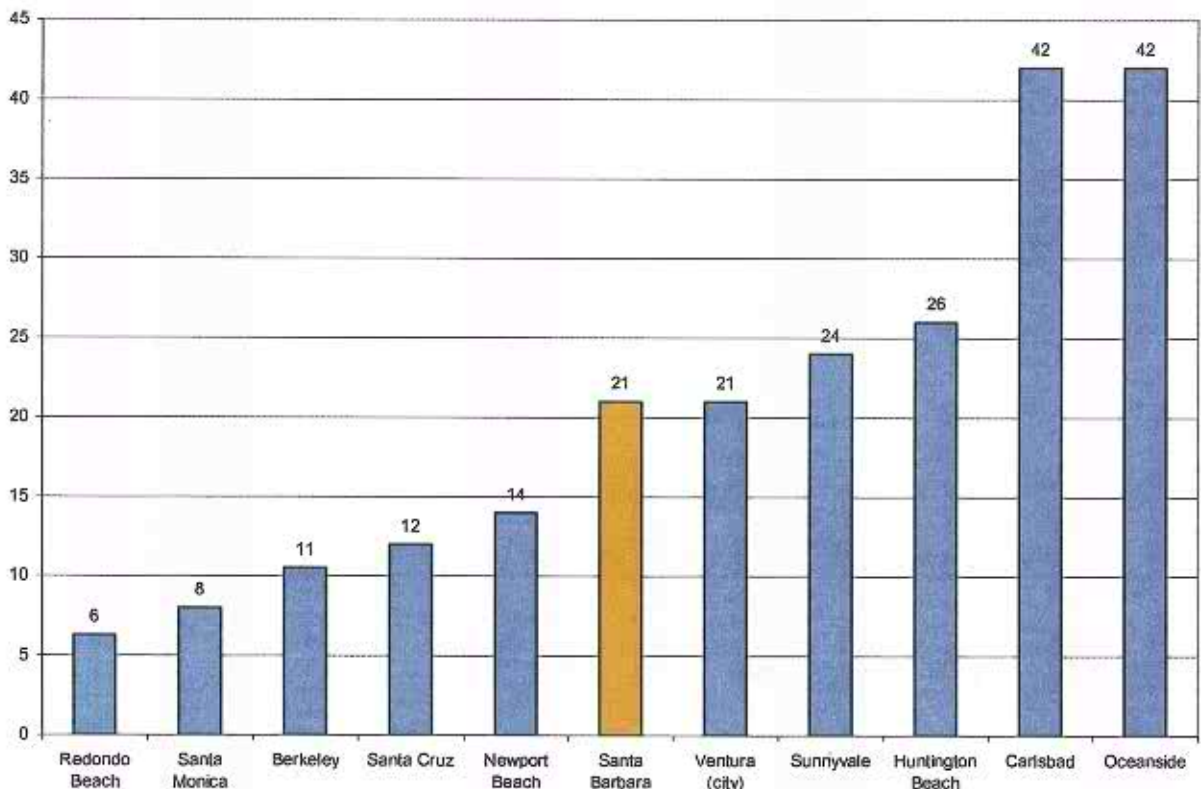
Oceanside has a SWAT Medic Program, part of San Diego Urban Search and Rescue, paramedic

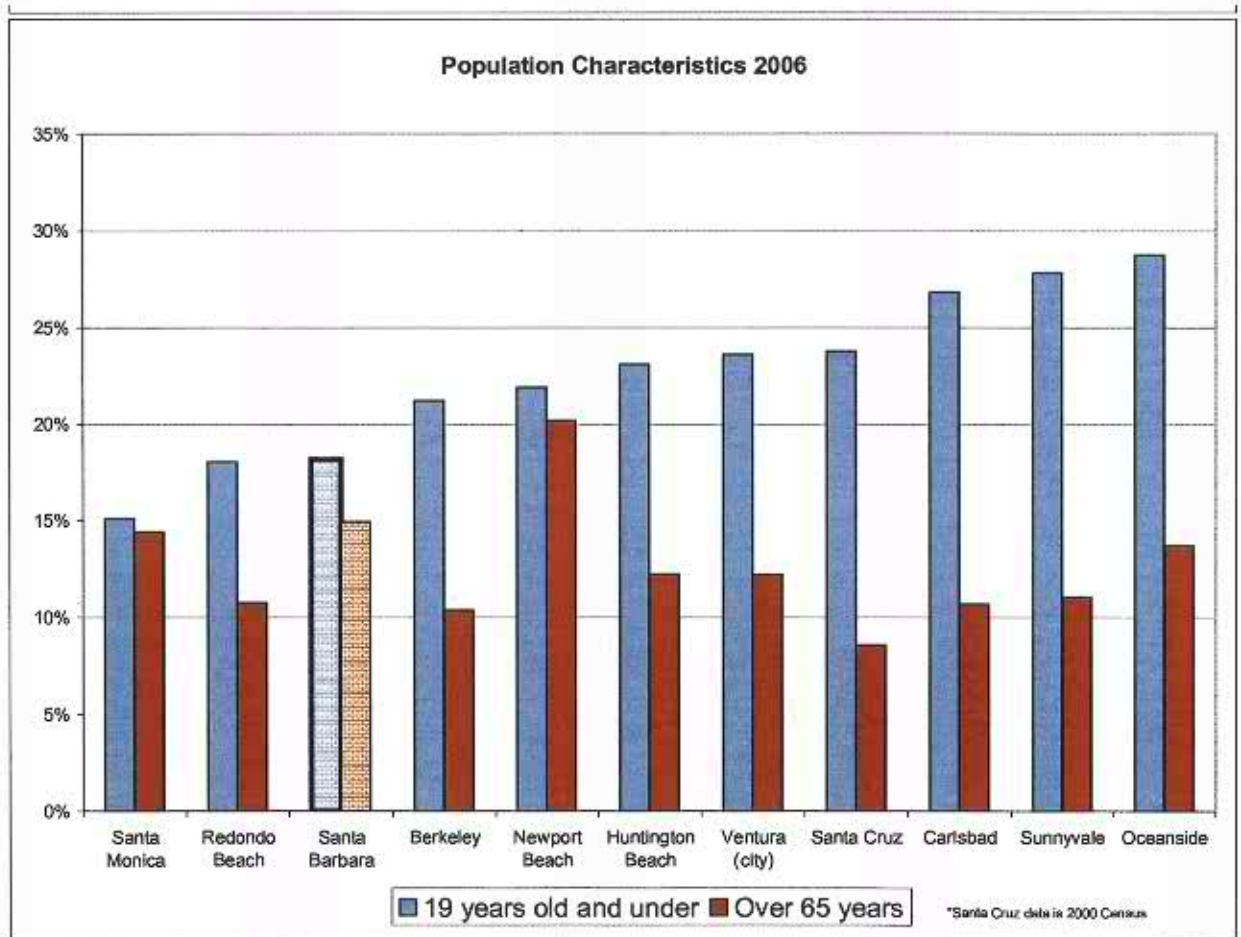
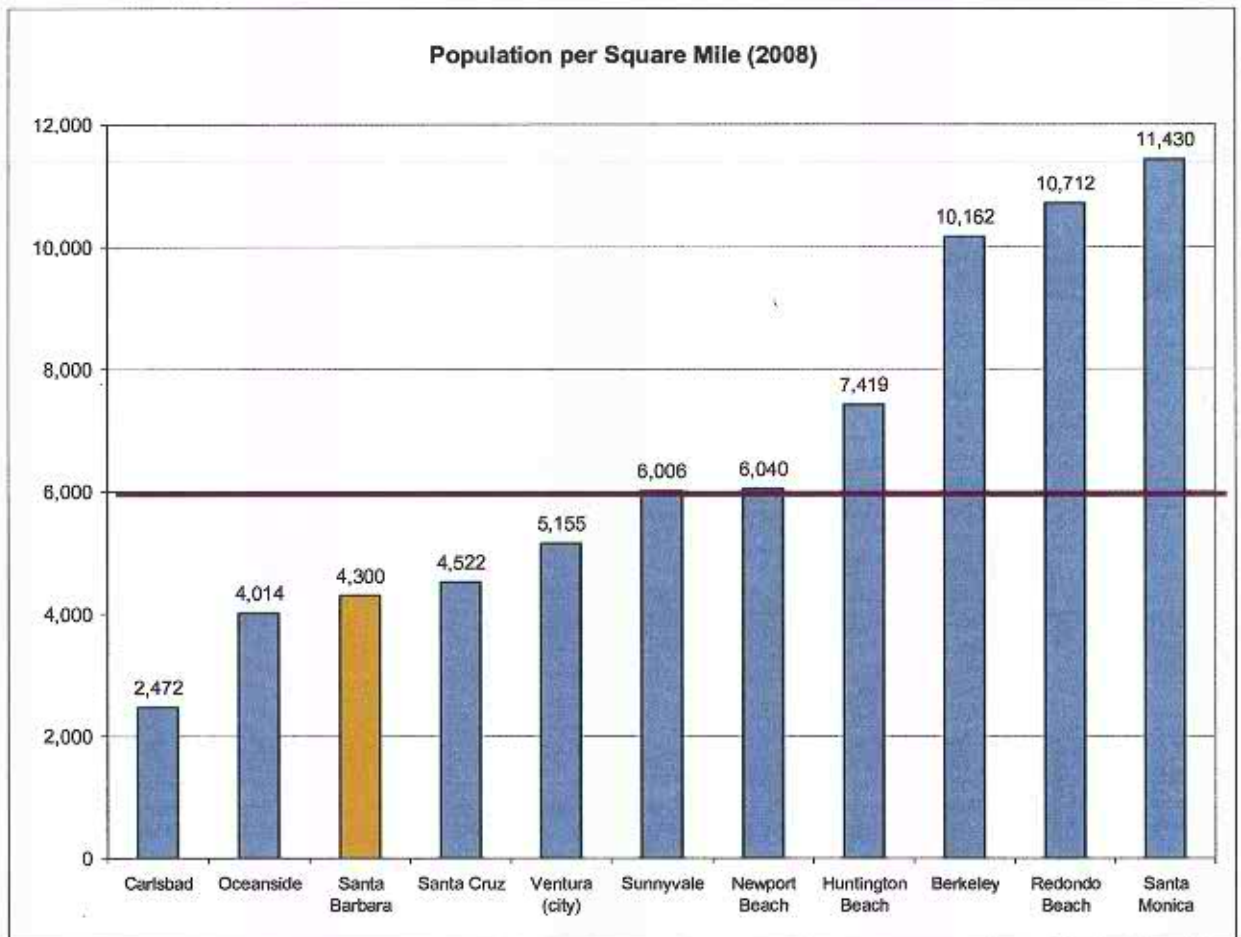
Carlsbad provides paramedic and ambulance services, most current data 2005/2006

Population 2006

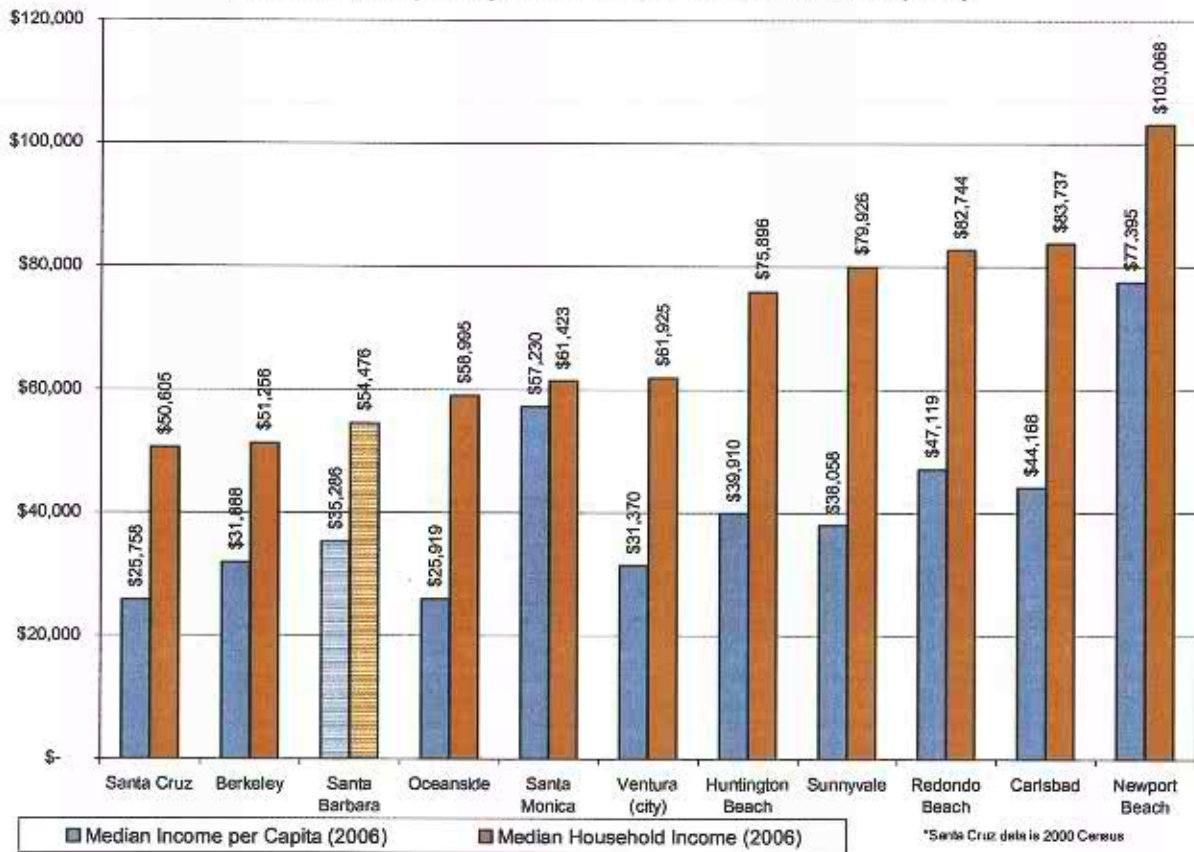


Land Area (Square Miles)

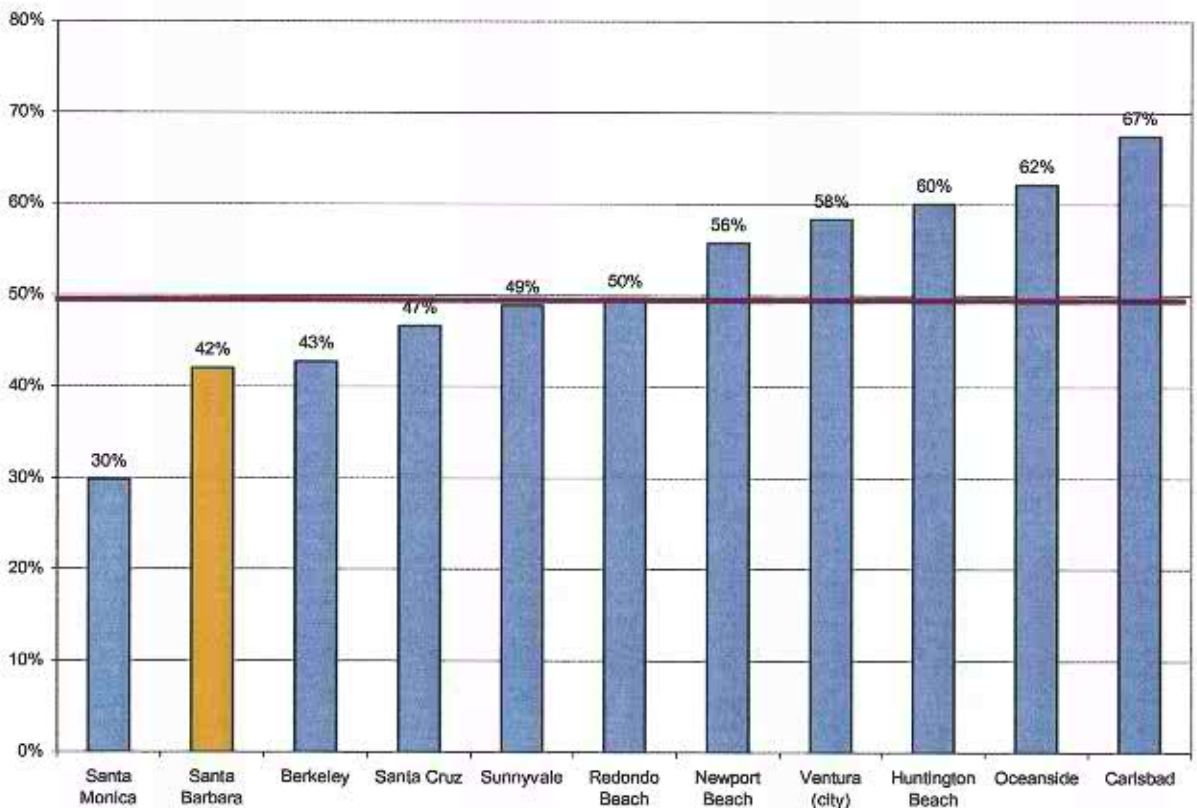


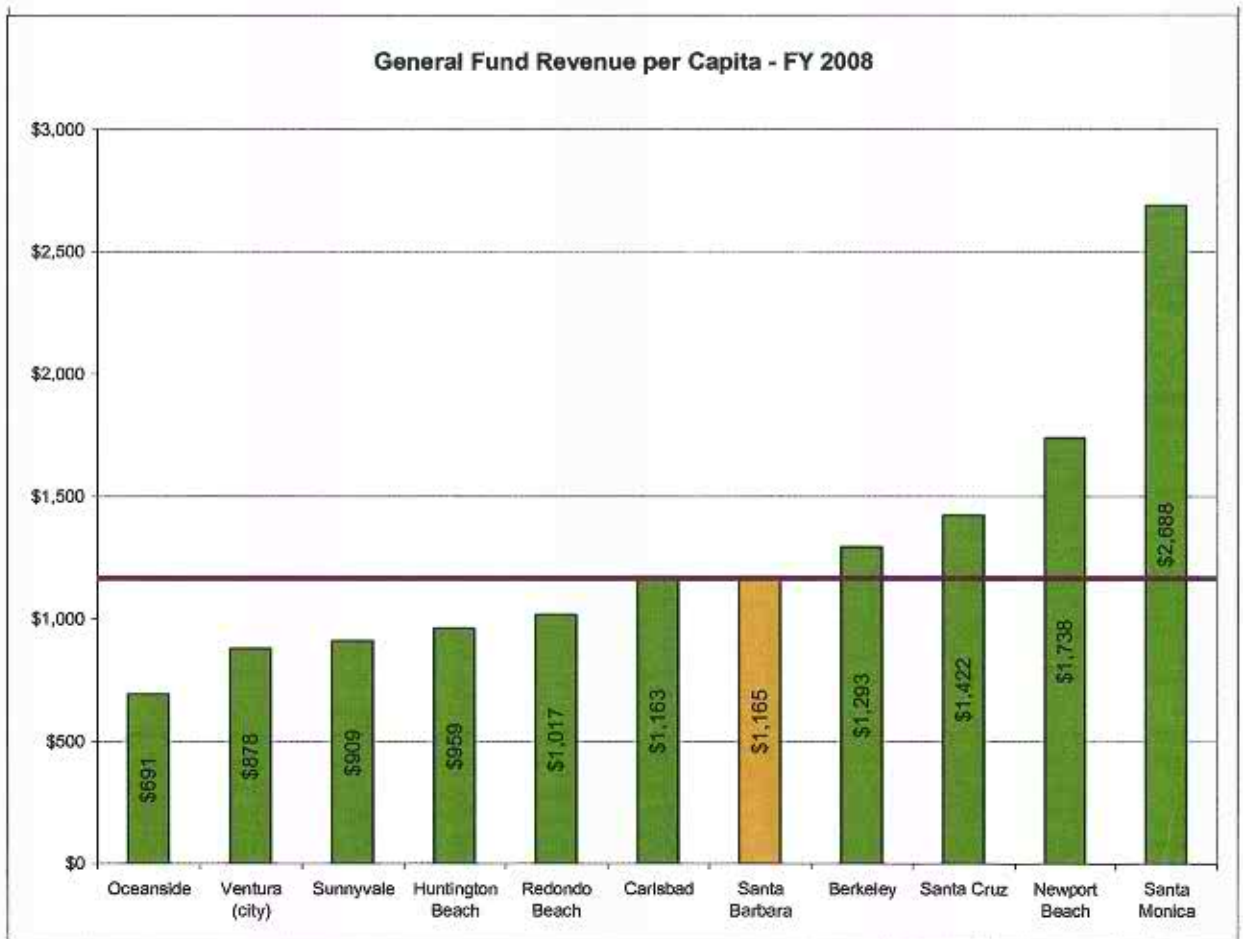
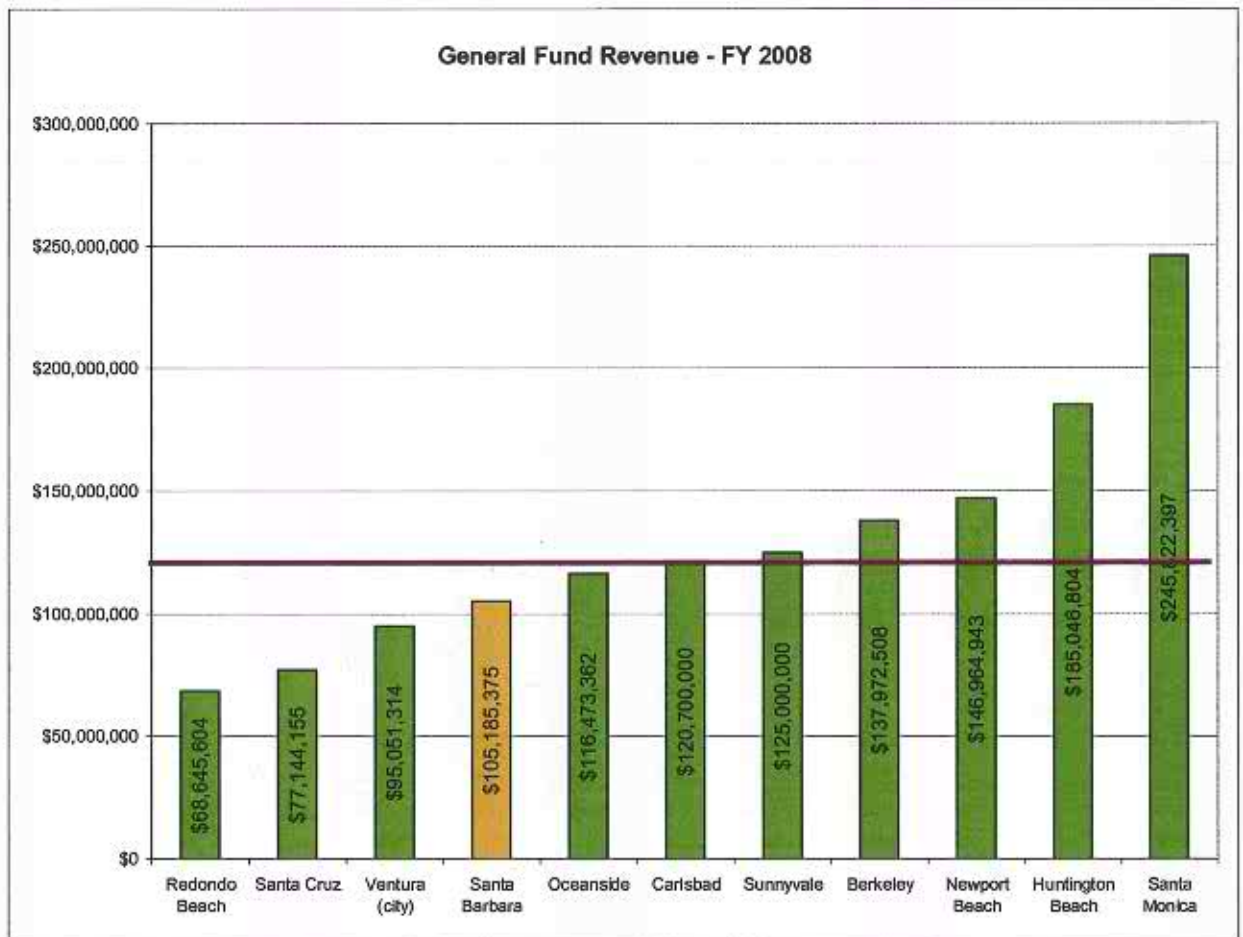


Median Income per Capita and Median Household Income (2006)

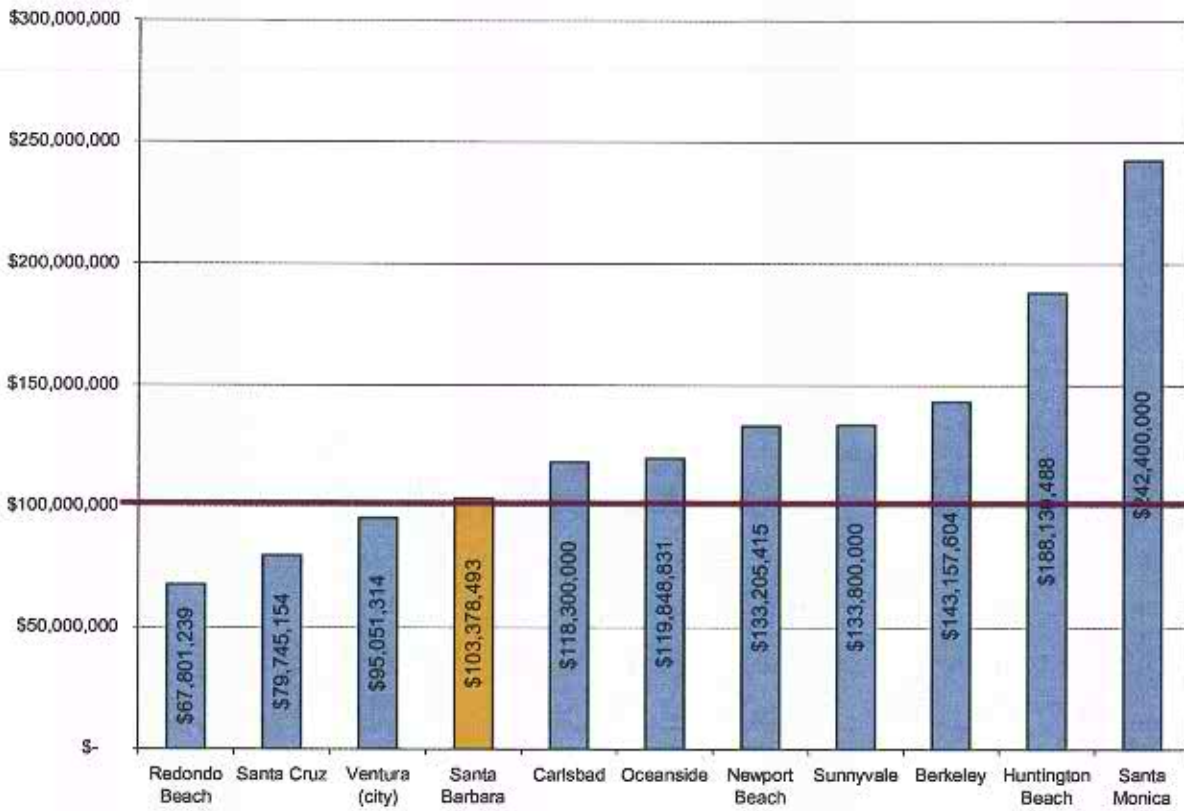


Owner Occupied Housing 2006

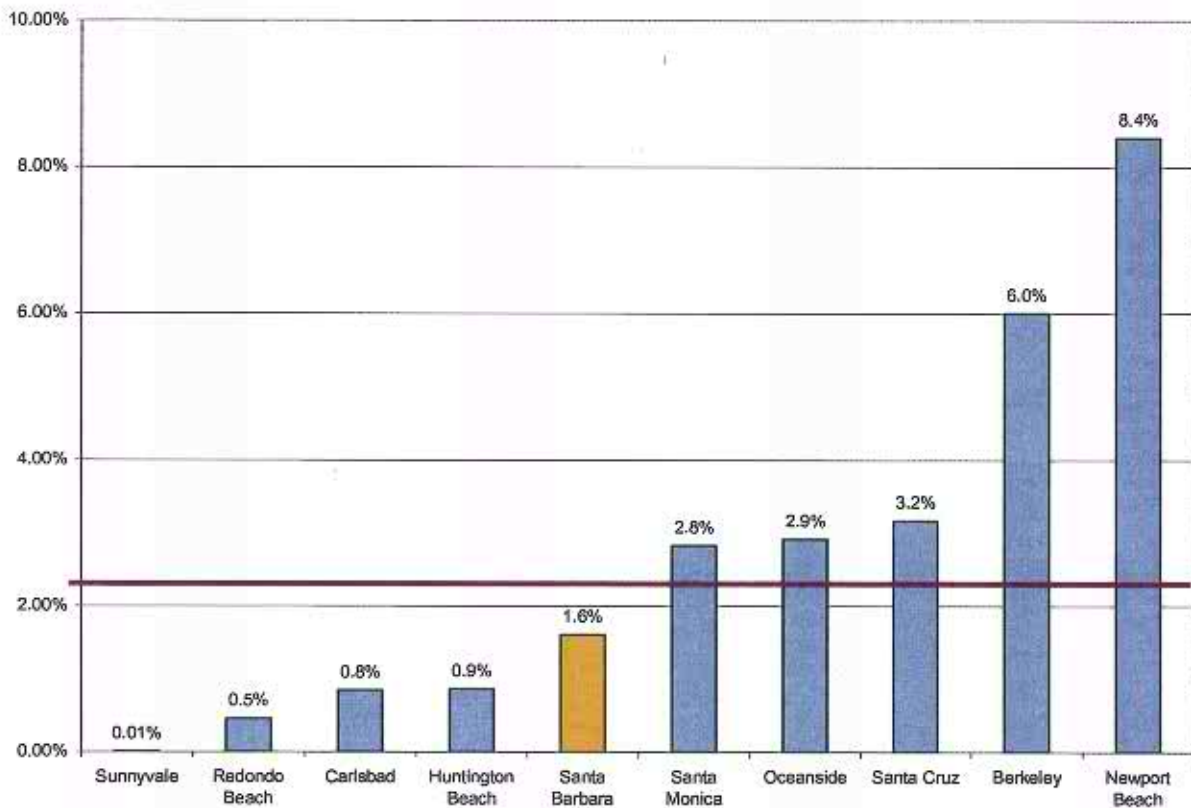




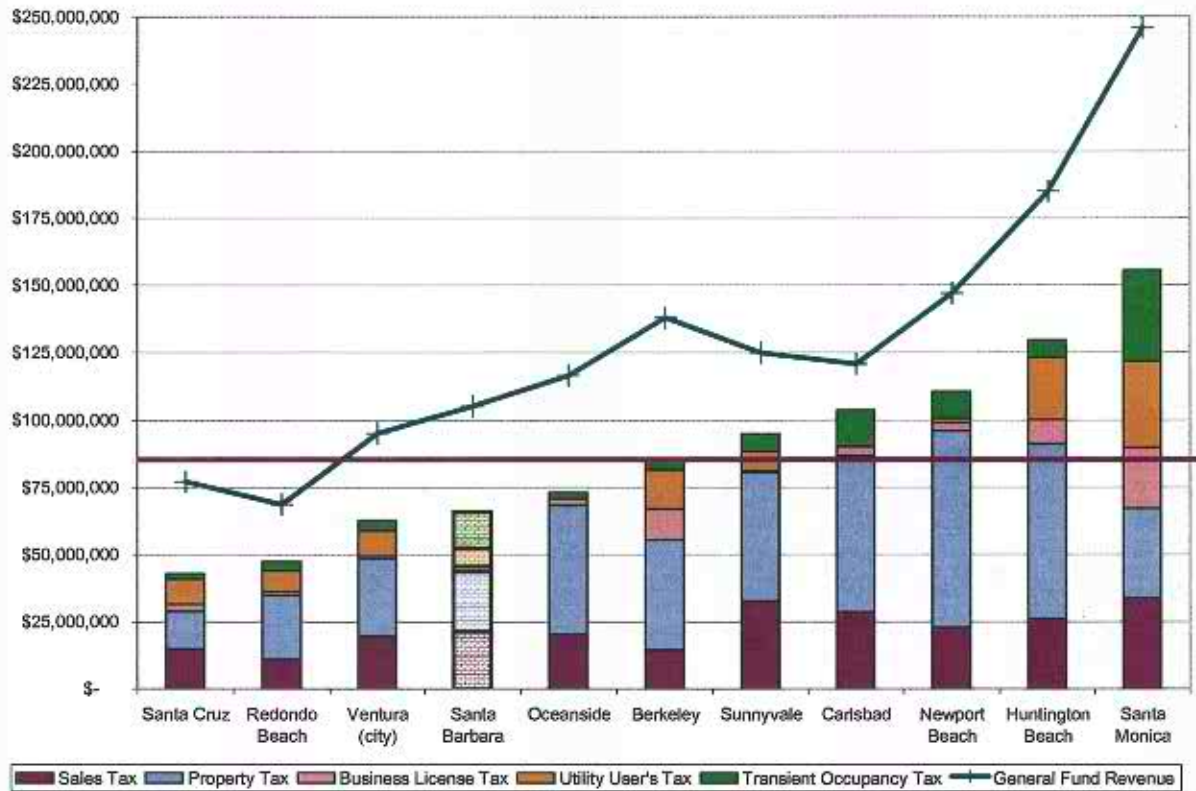
General Fund Expense - FY 2008



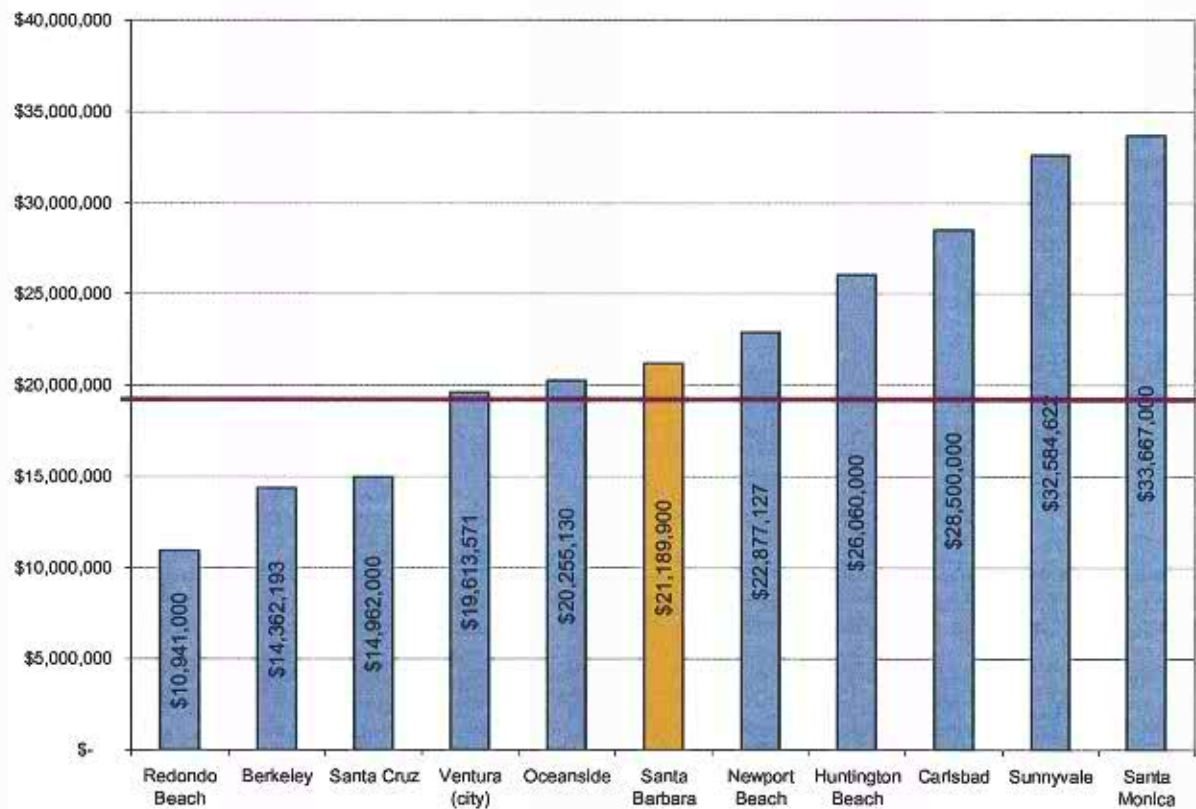
% of General Fund spent on Capital - FY 2008



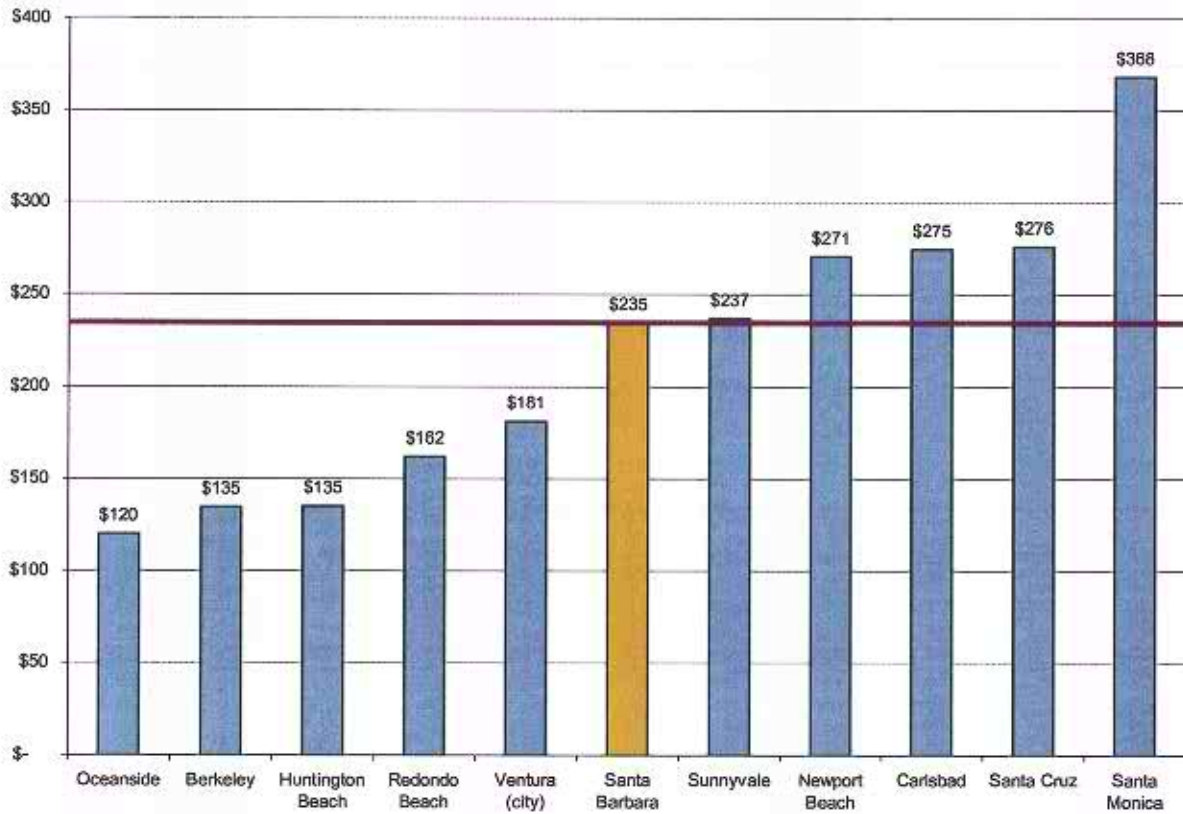
Key Tax and General Fund Revenue FY 2008



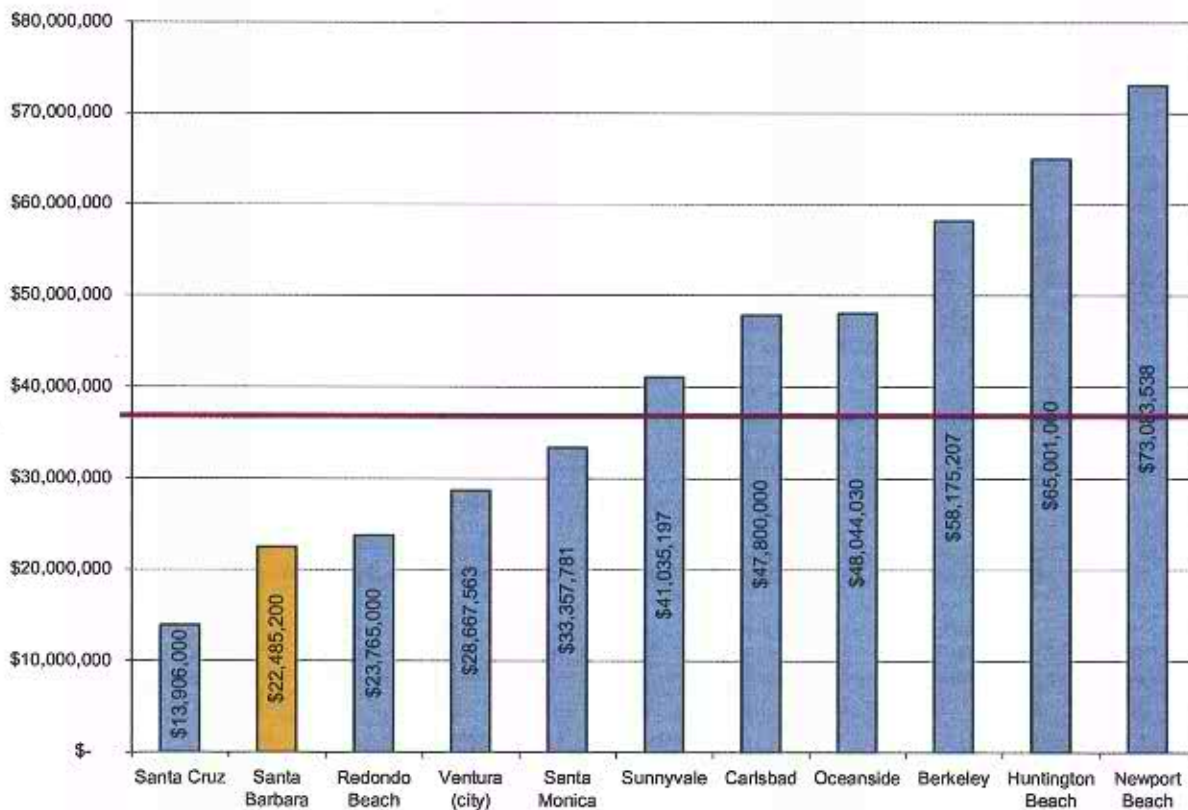
Sales Tax - FY 2008



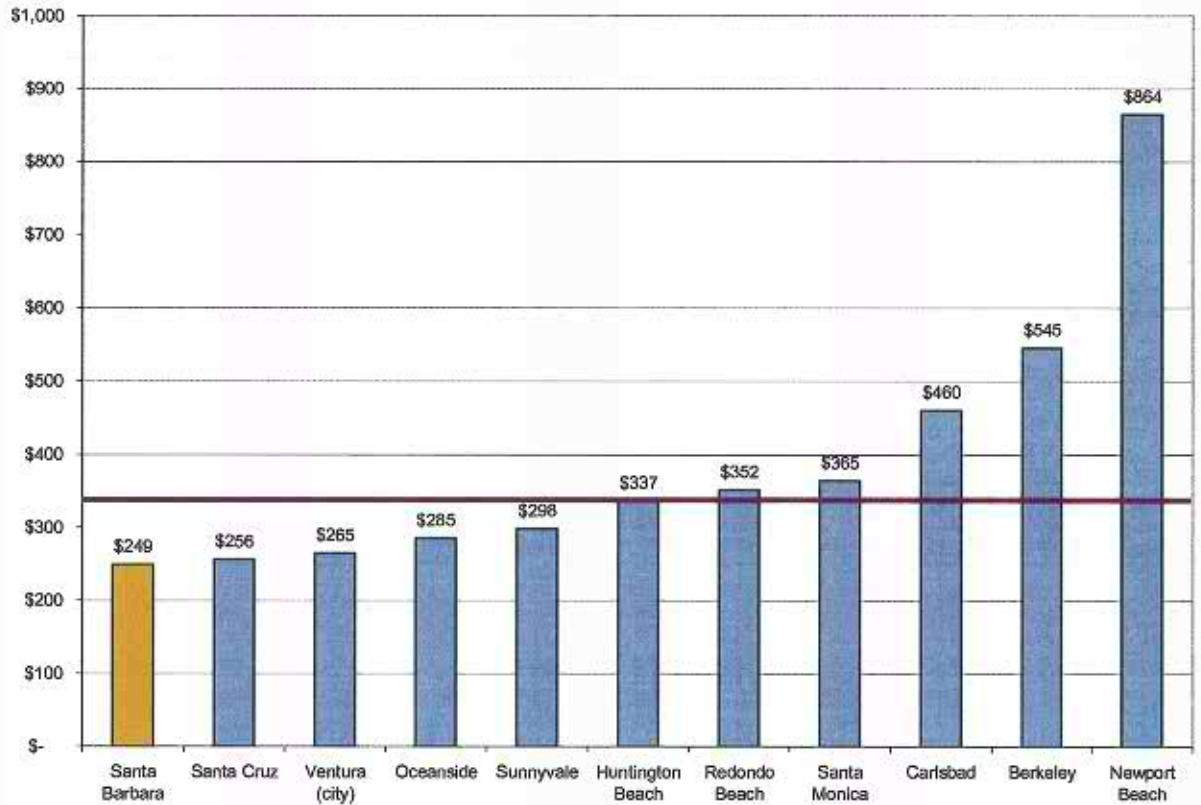
Sales Tax per Capita - FY 2008



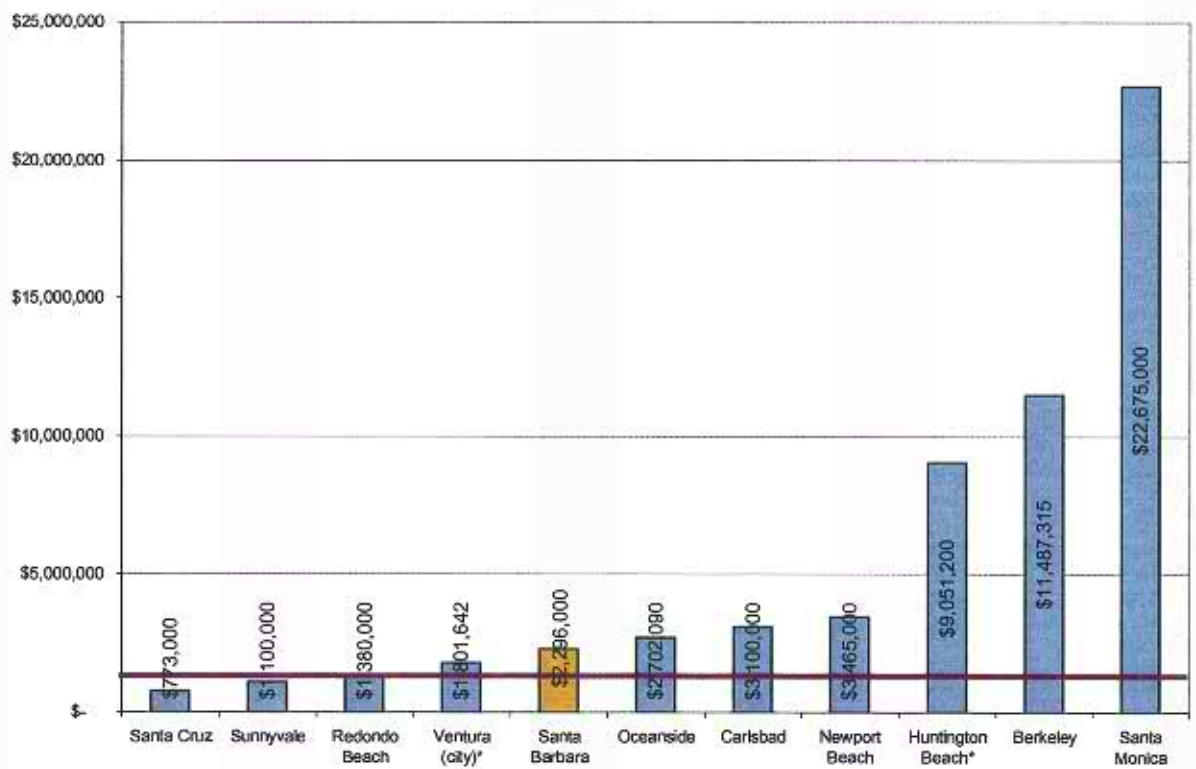
Property Tax - FY 2008



Property Tax per Capita - FY 2008

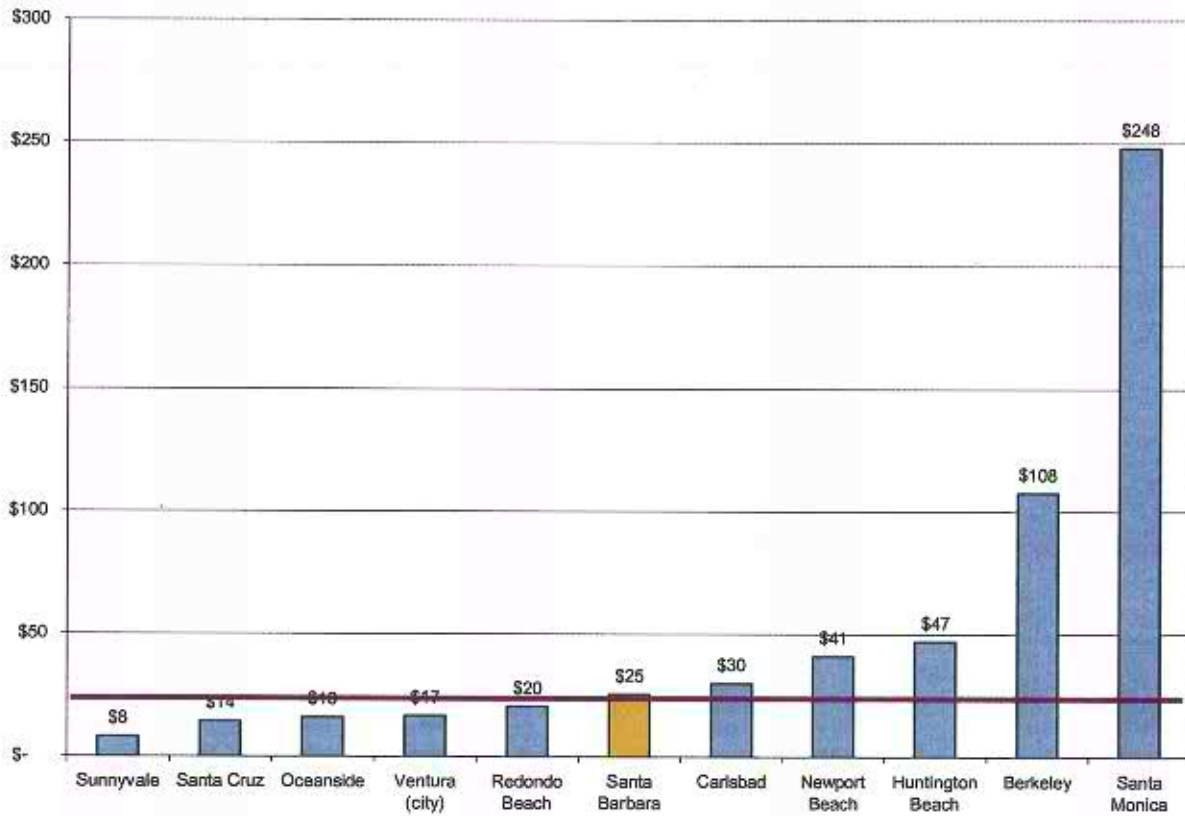


Business License Tax - FY 2008

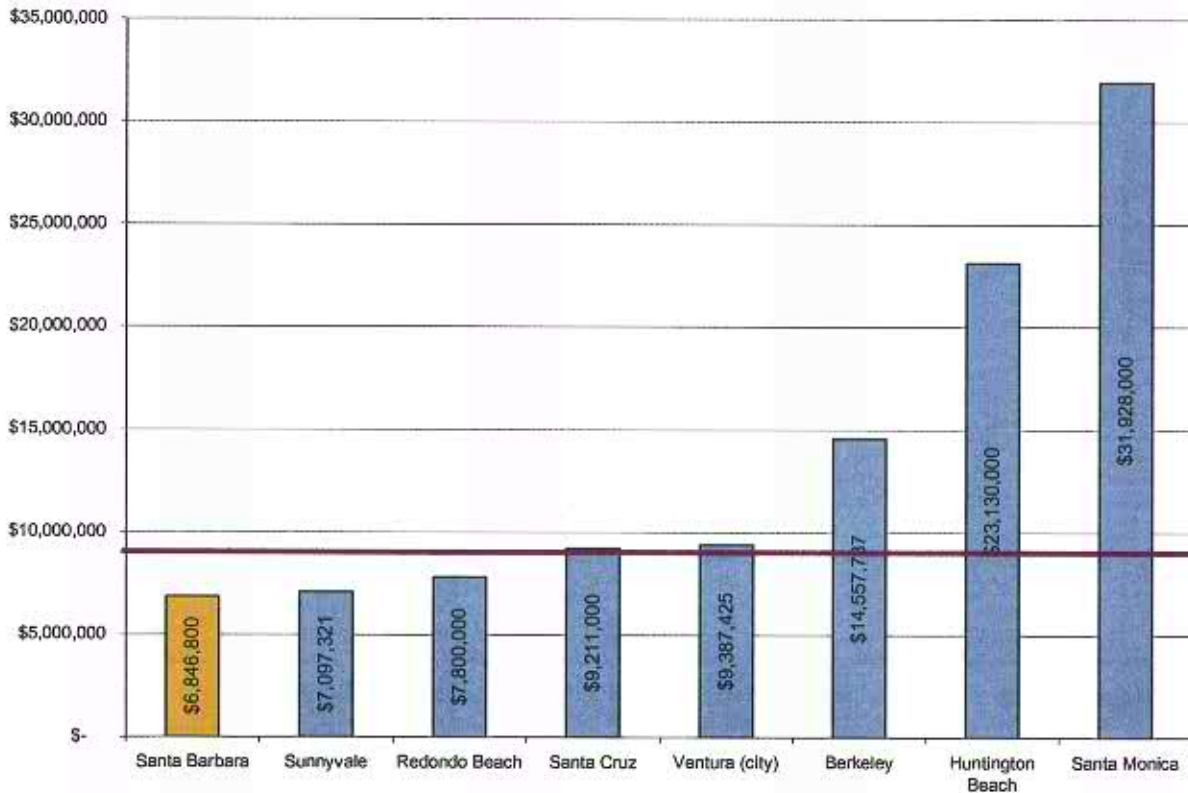


*Includes permit fees

Business License Tax per Capita - FY 2008

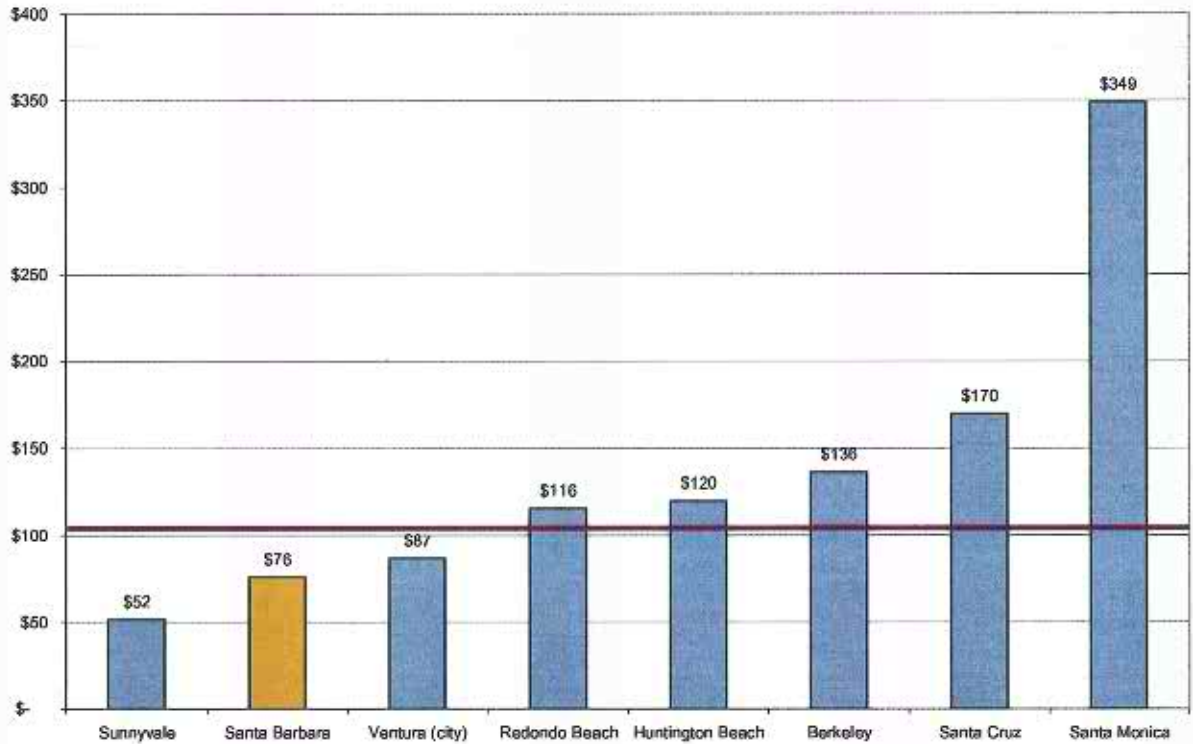


Utility Users Tax - FY 2008



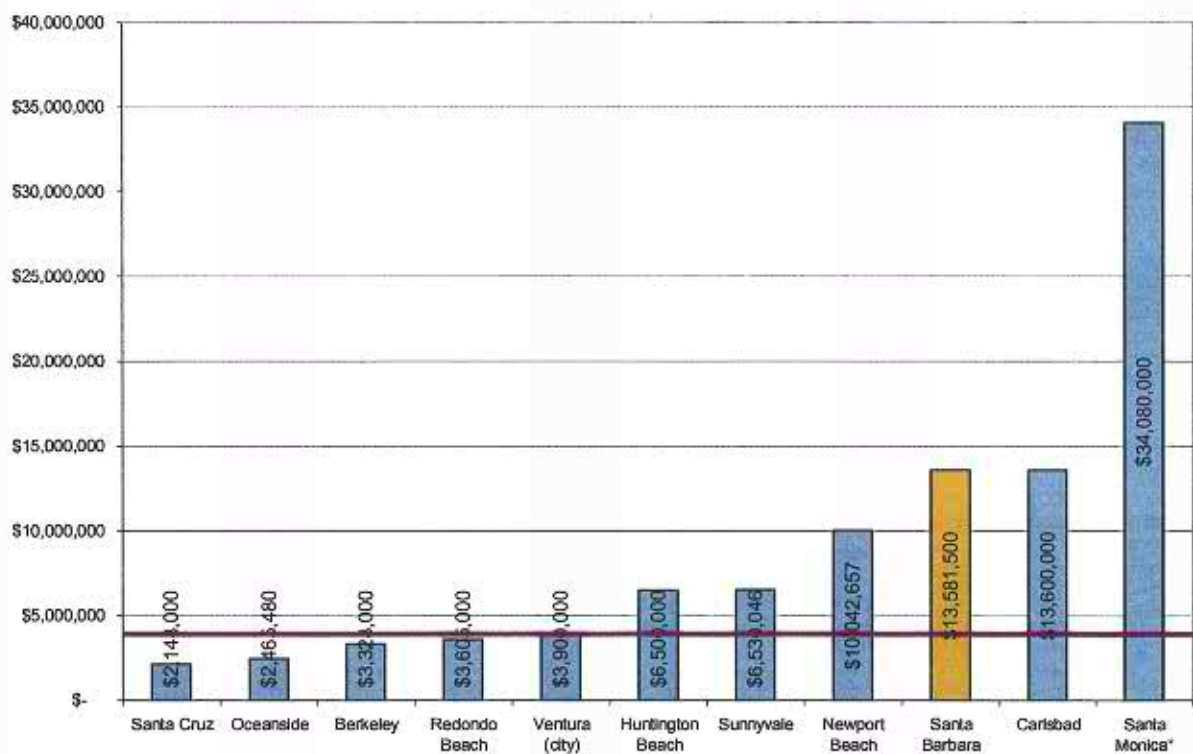
Note: Newport Beach, Carlsbad and Oceanside Cities do not have a Utility Users Tax. **Santa Monica Utility Users Tax Rate is 10%**

Utilities Users Tax per Capita FY 2008



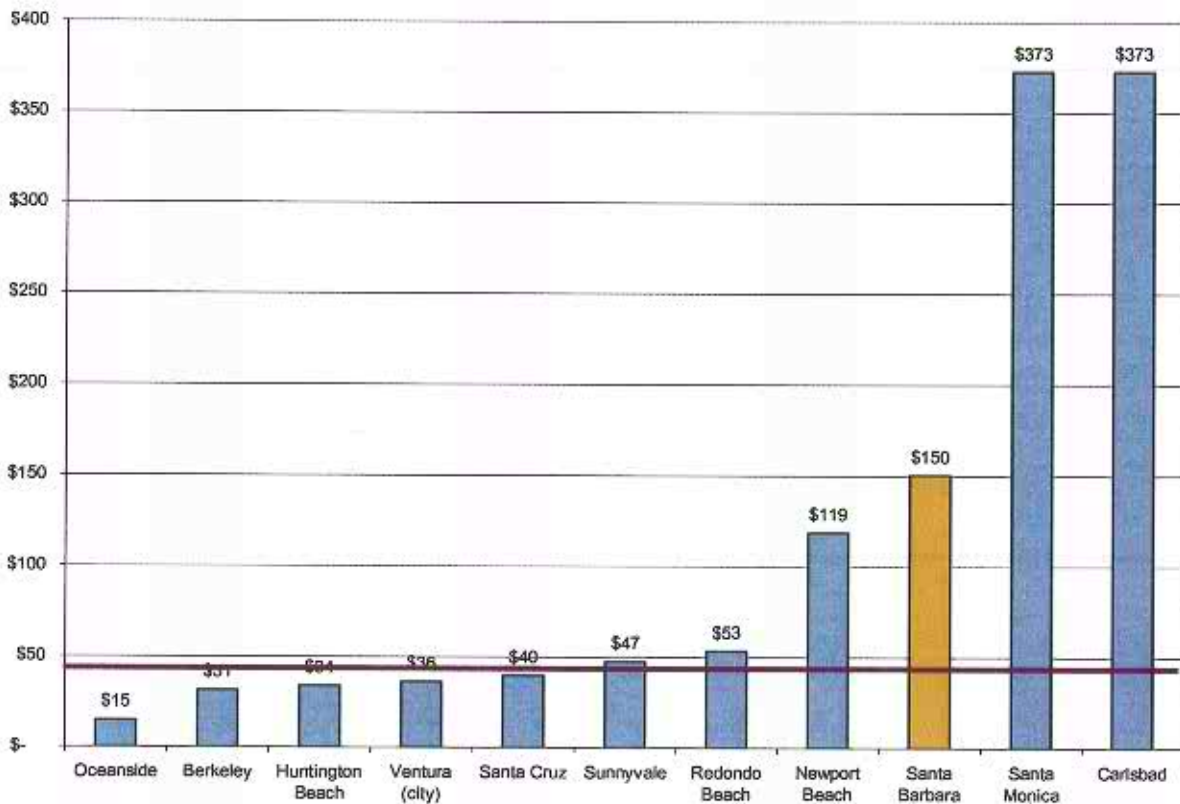
Note: Newport Beach, Carlsbad and Oceanside Cities do not have a Utility Users Tax. **Santa Monica Utility Users Tax Rate is 10%**

Transient Occupancy Tax - FY 2008

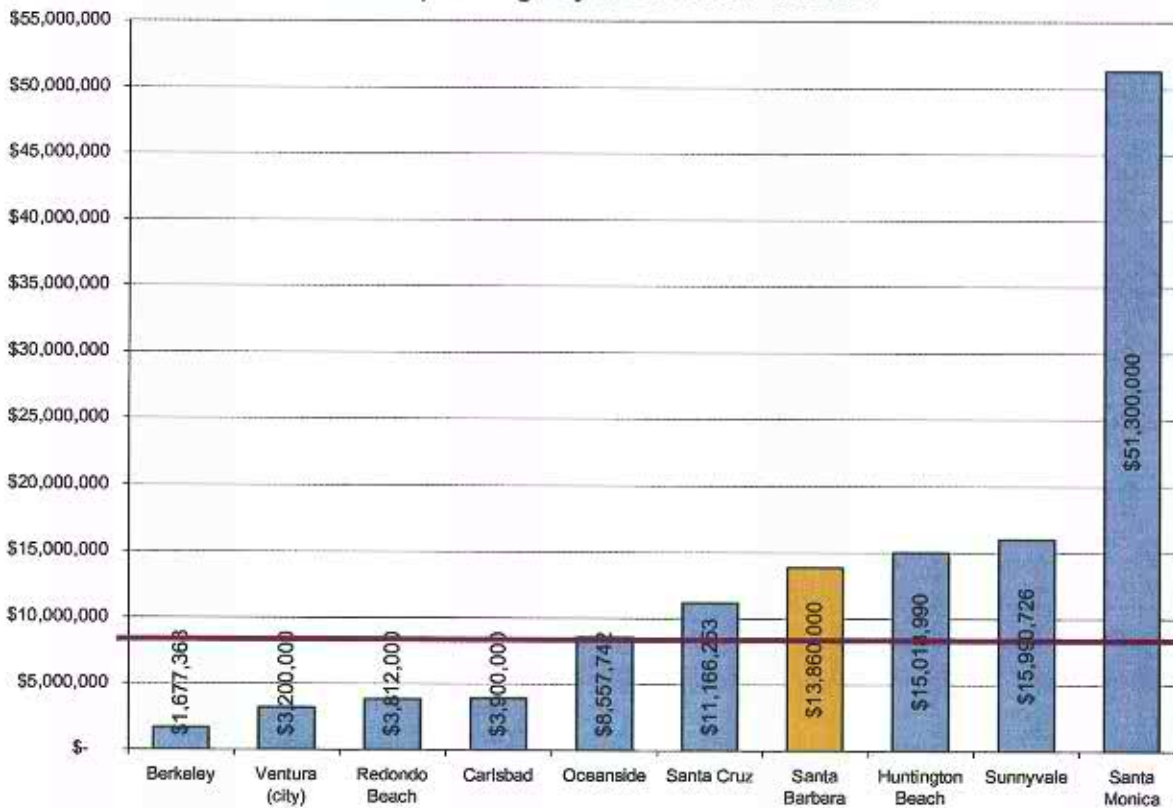


* Santa Monica TOT is 14%

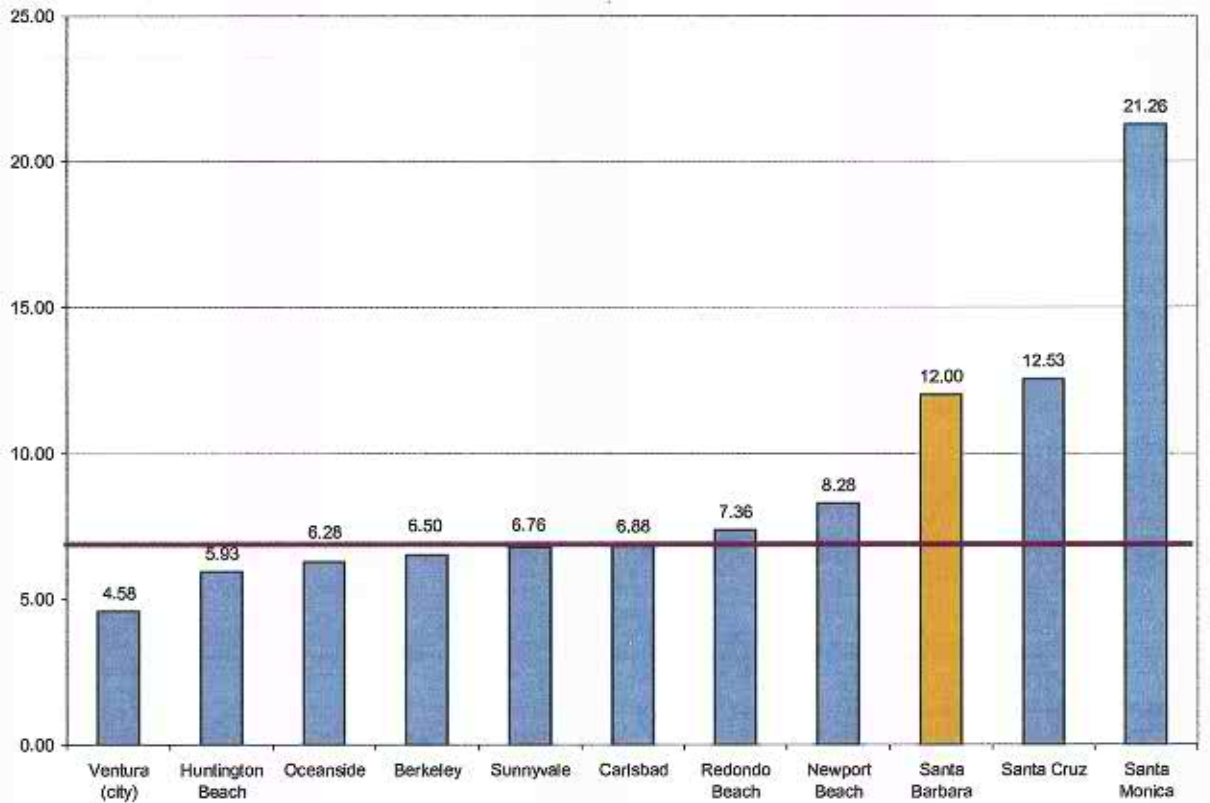
Transient Occupancy Tax per Capita - FY 2008



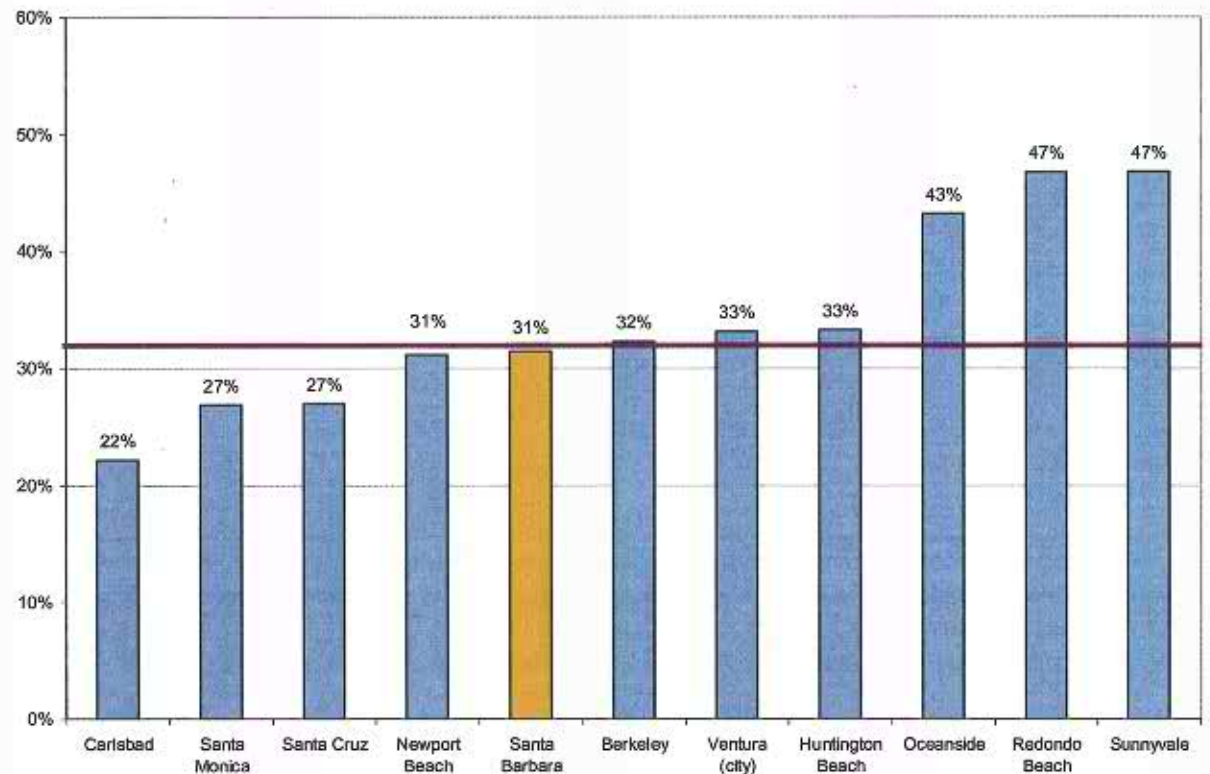
Redevelopment Agency Tax Increment - FY 2008



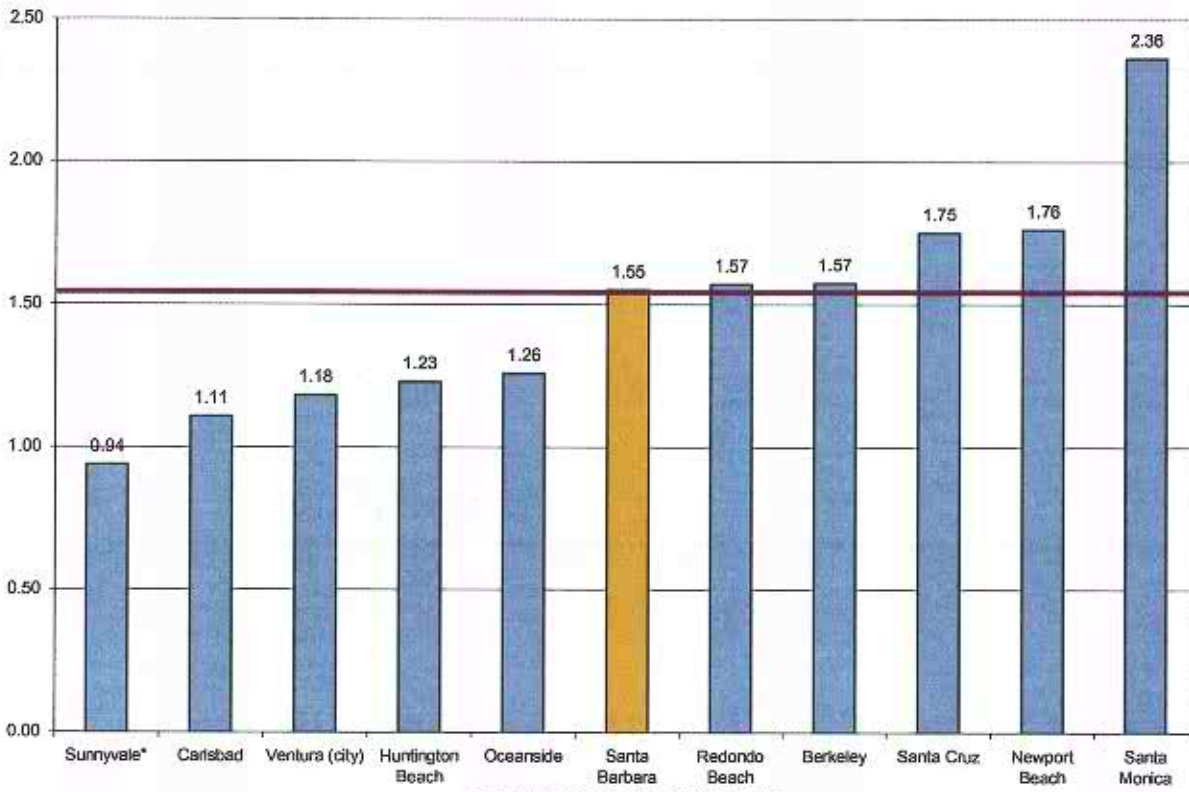
Authorized Positions Per 1,000 Residents - FY 2008



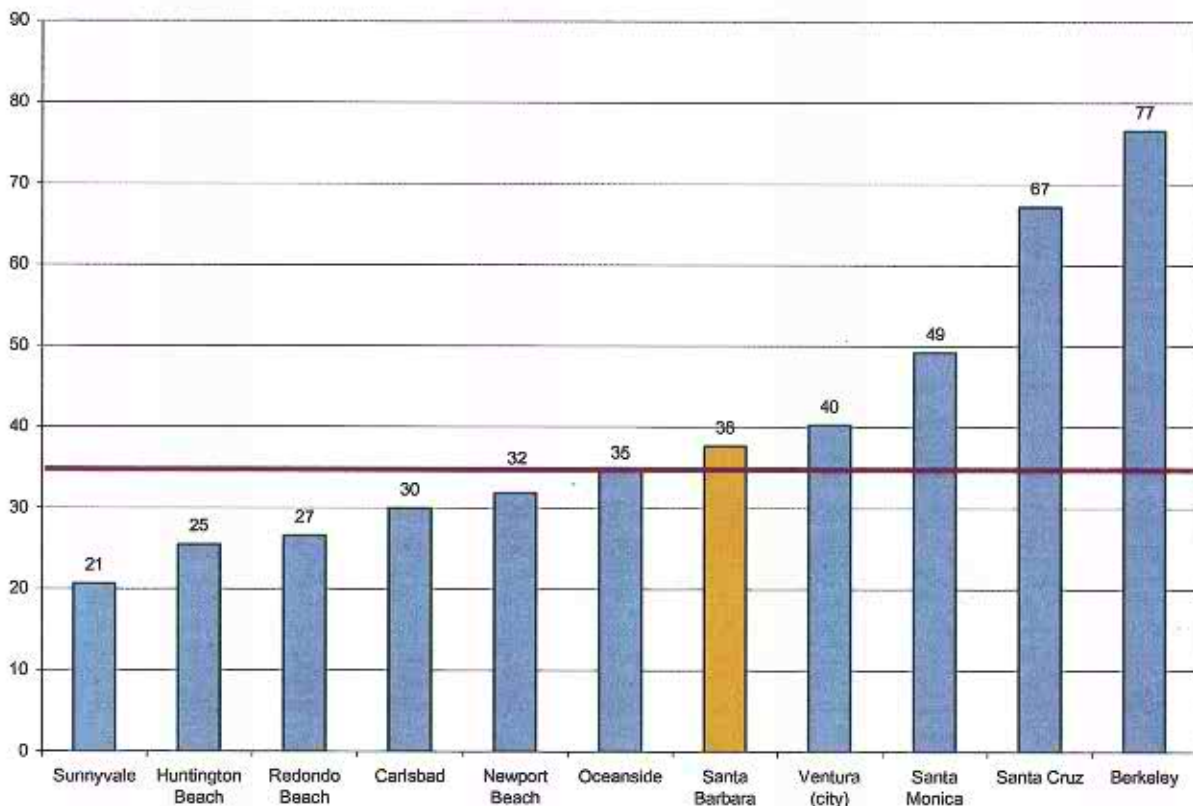
Police Expenditure % of General Fund Expense - FY 2008



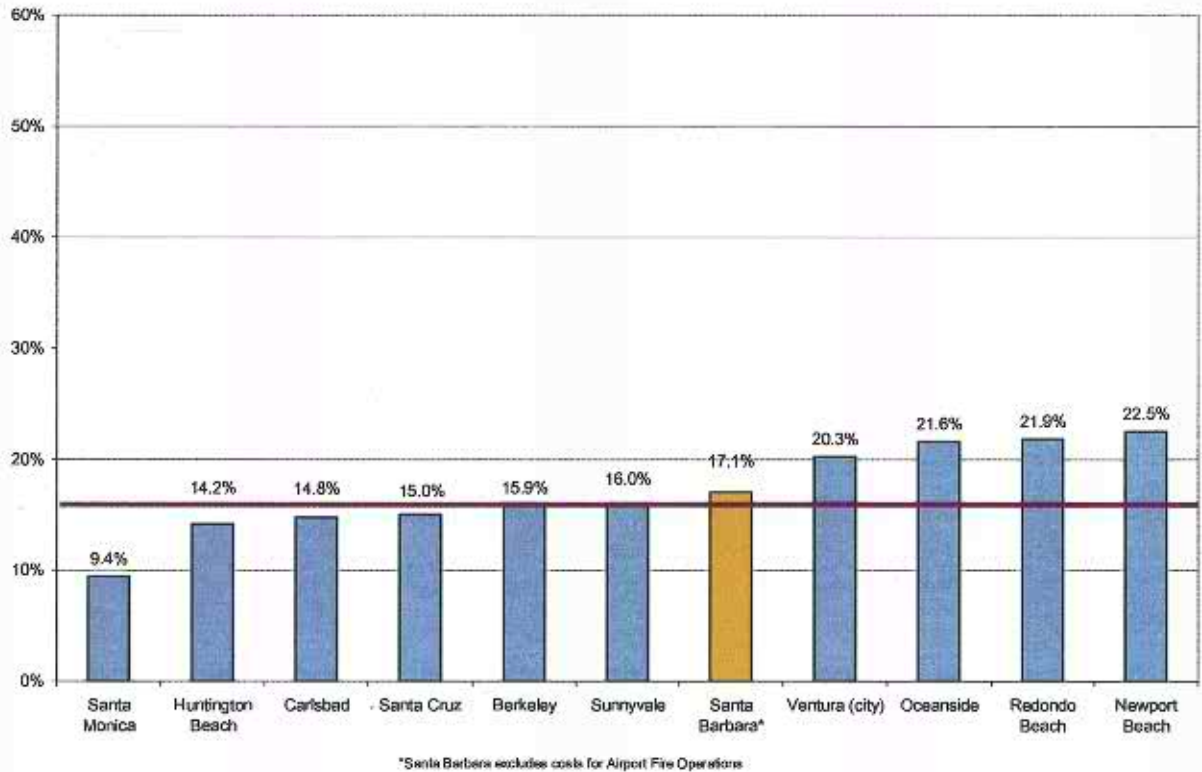
Authorized Police Officers Per 1,000 Residents - FY 2008



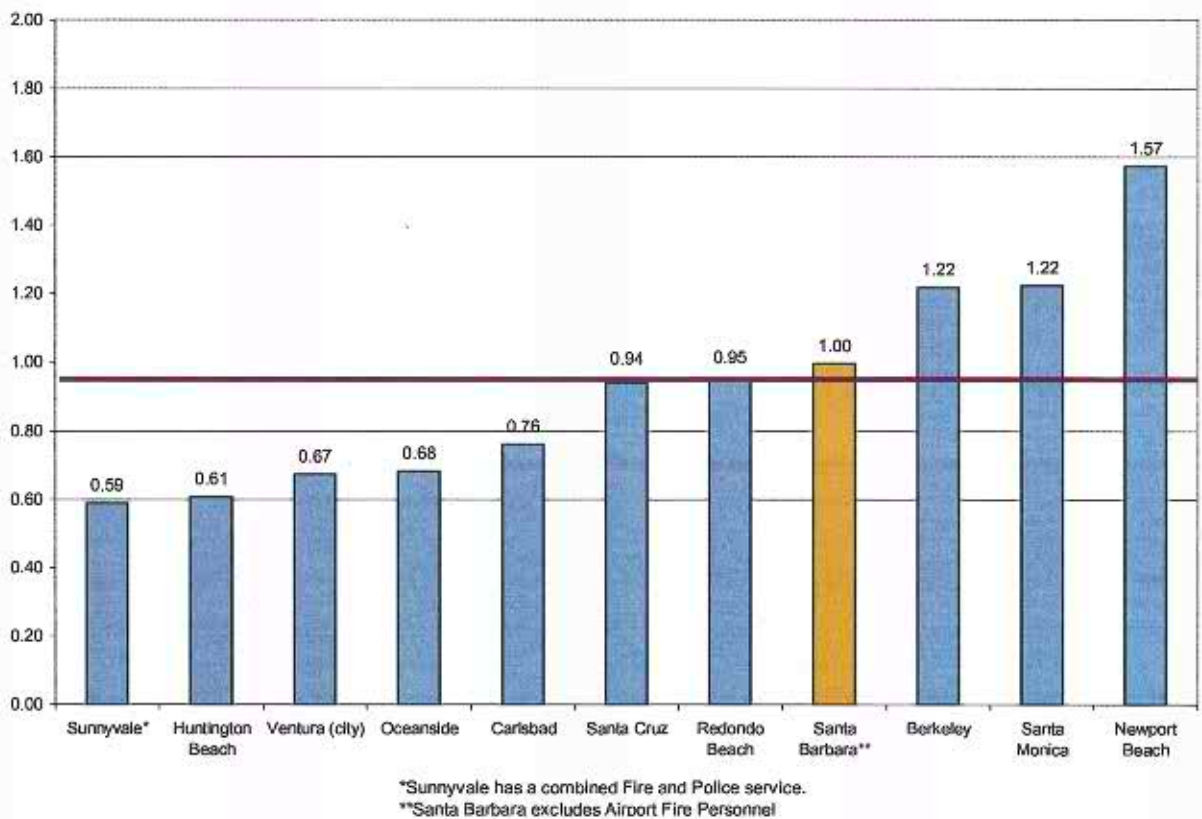
Part 1 Crimes per 1,000 Residents - FY 2008



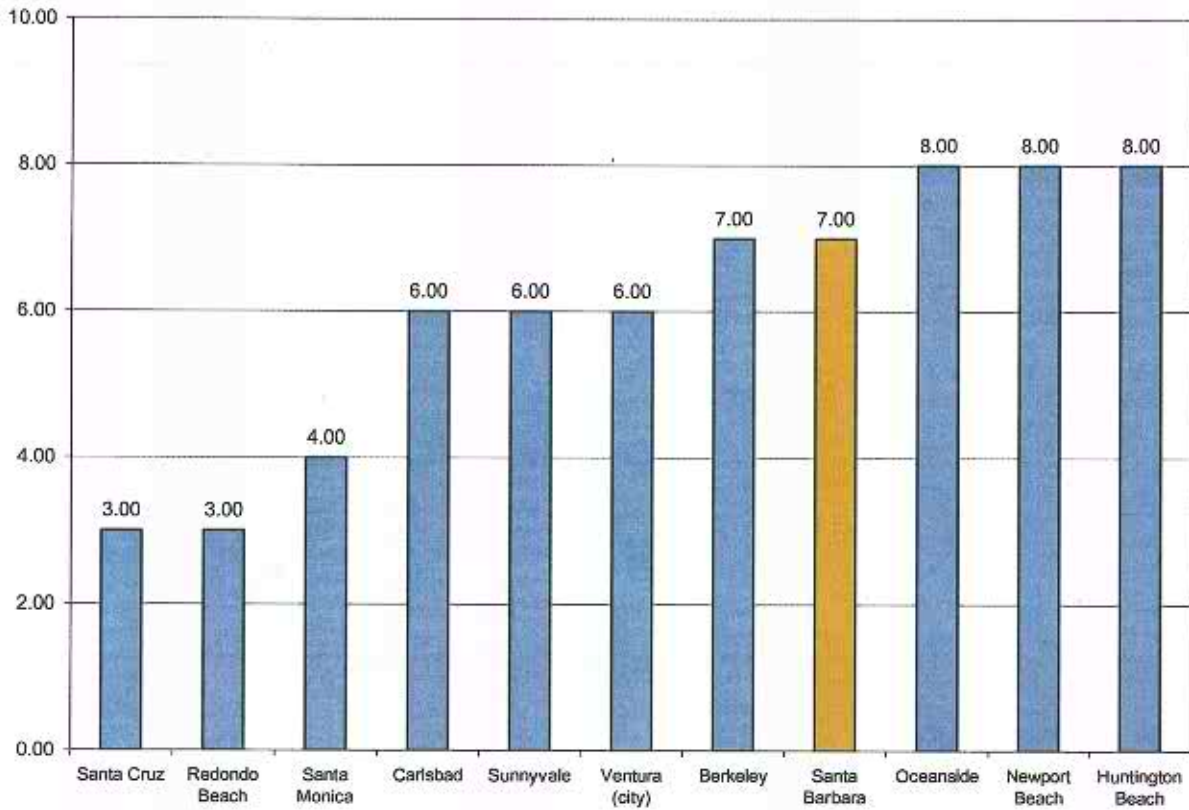
**Fire Expenditure
% of General Fund Expense - FY 2008**



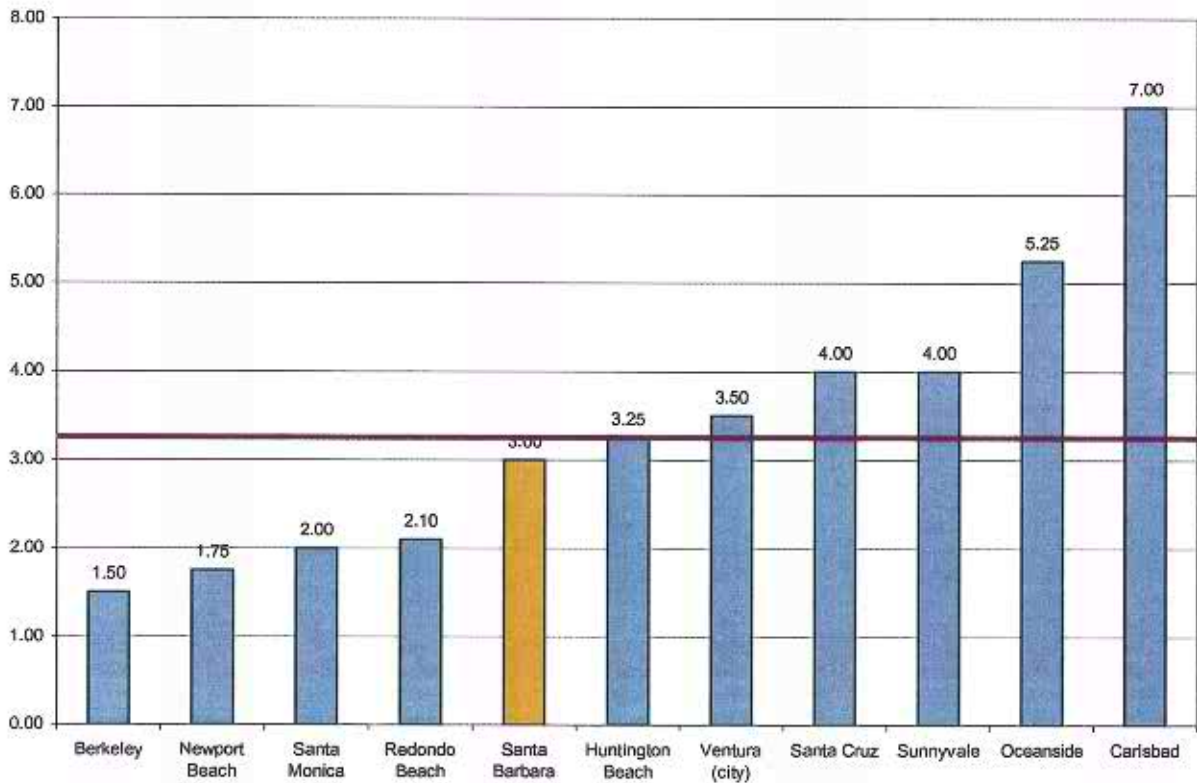
Authorized Fire Personnel Per 1,000 Residents - FY 2008



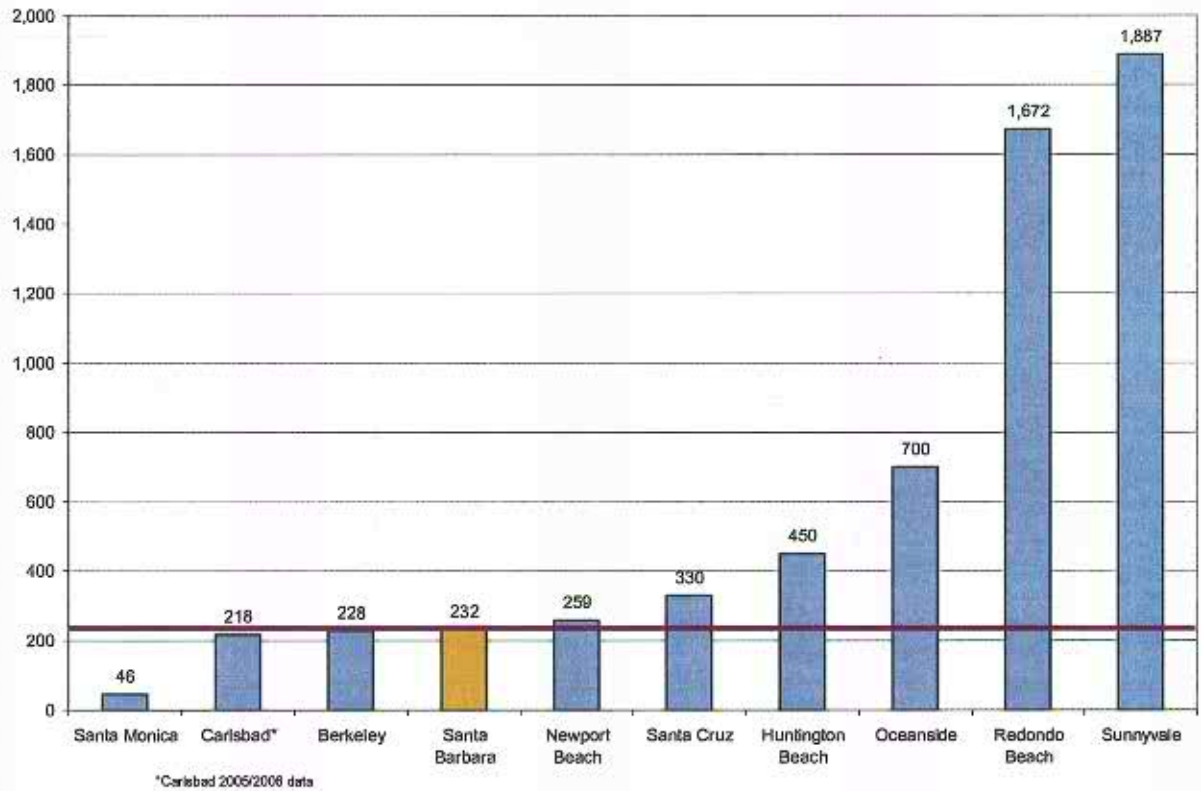
Number of Fire Stations - FY 2008



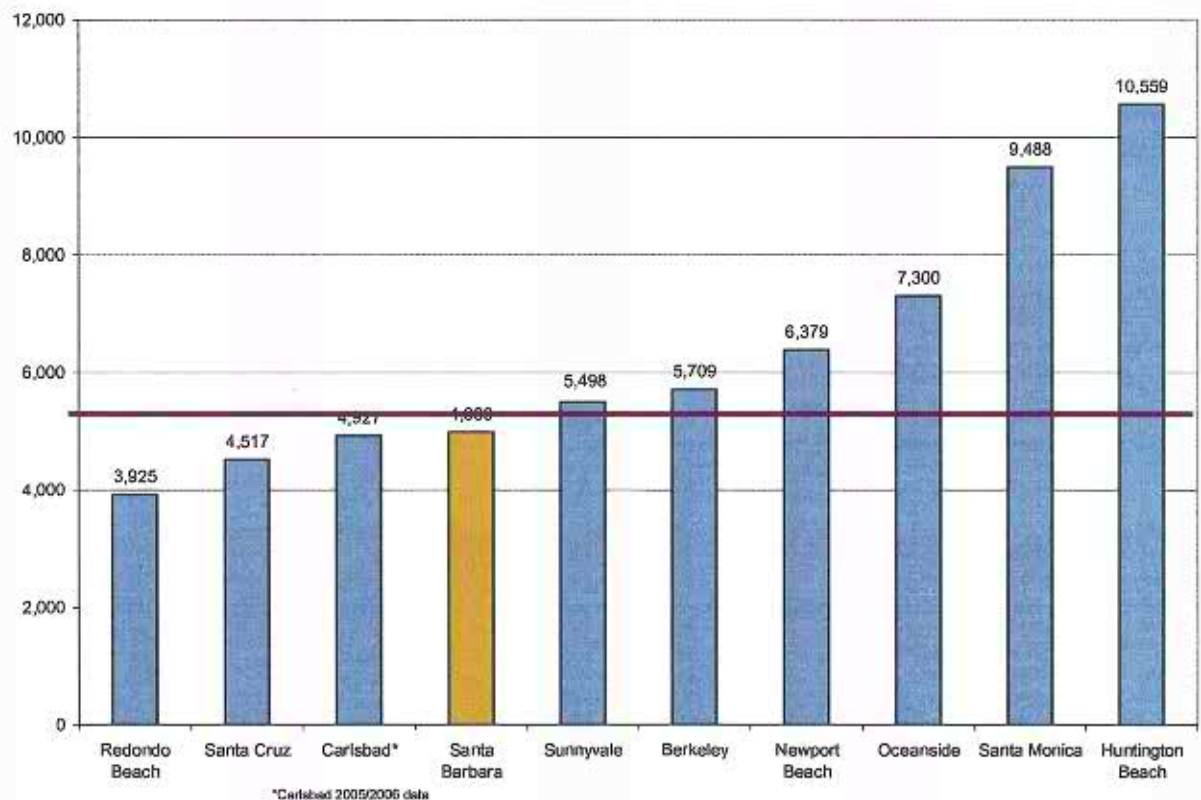
Number
Square Miles Covered by a Station



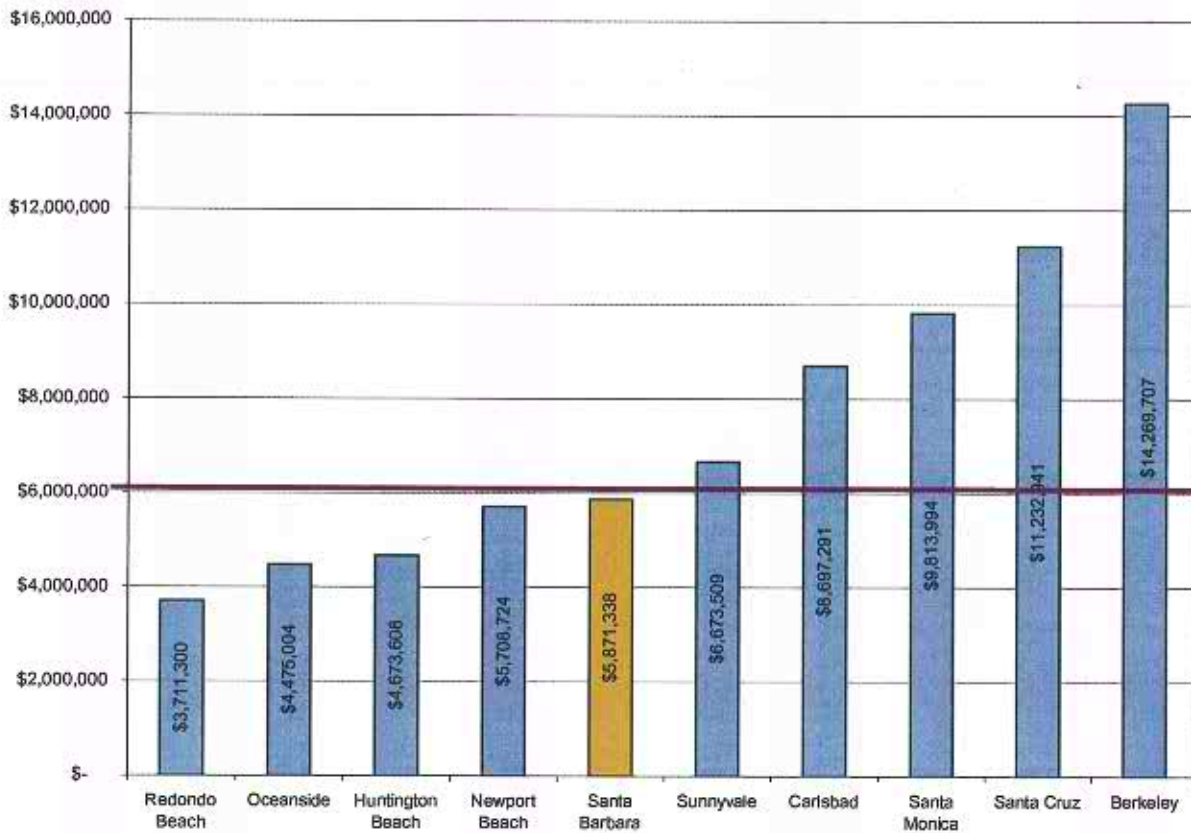
Number of Fire Calls - FY 2008



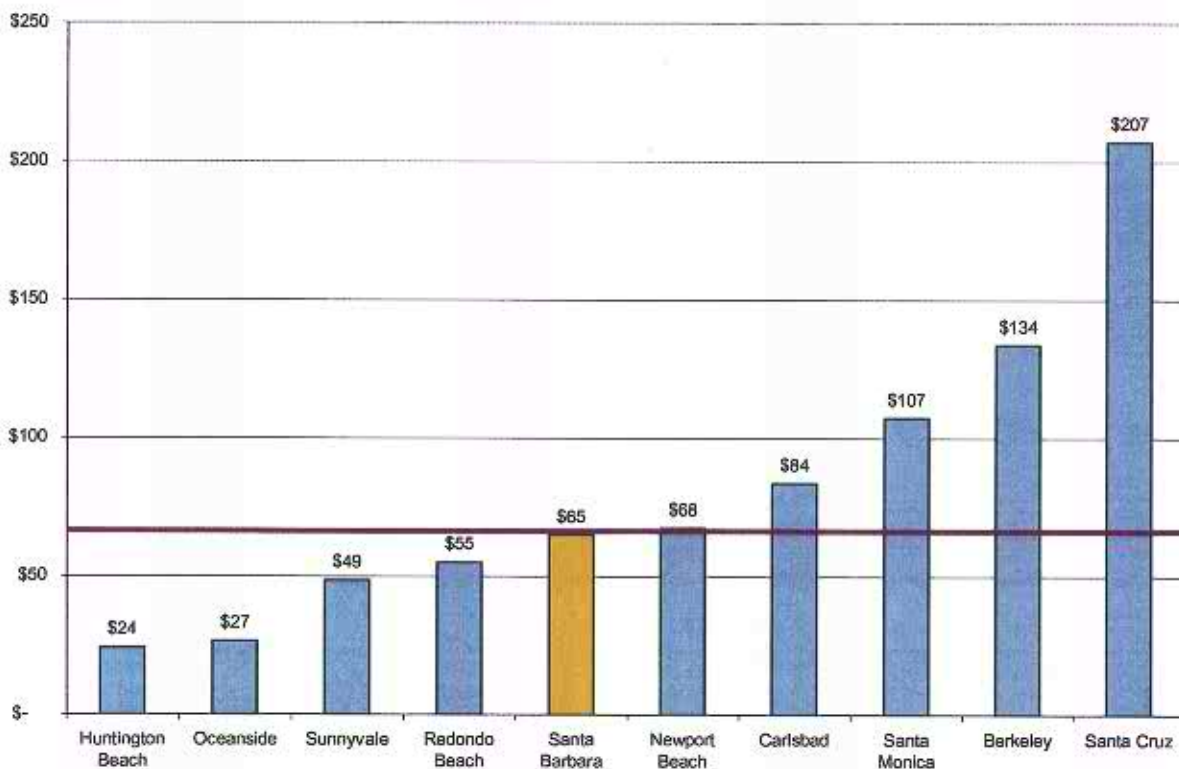
Medical Emergency calls - FY 2008



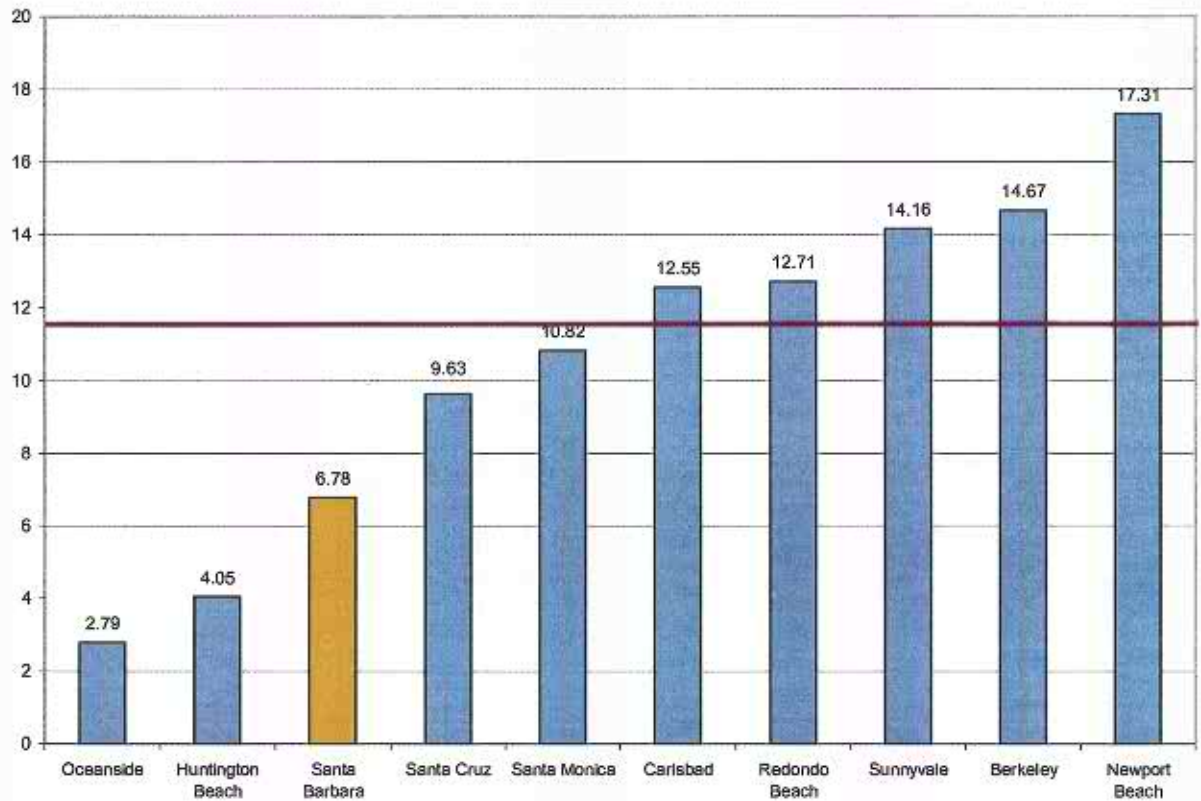
Library's Operating Budget 2006



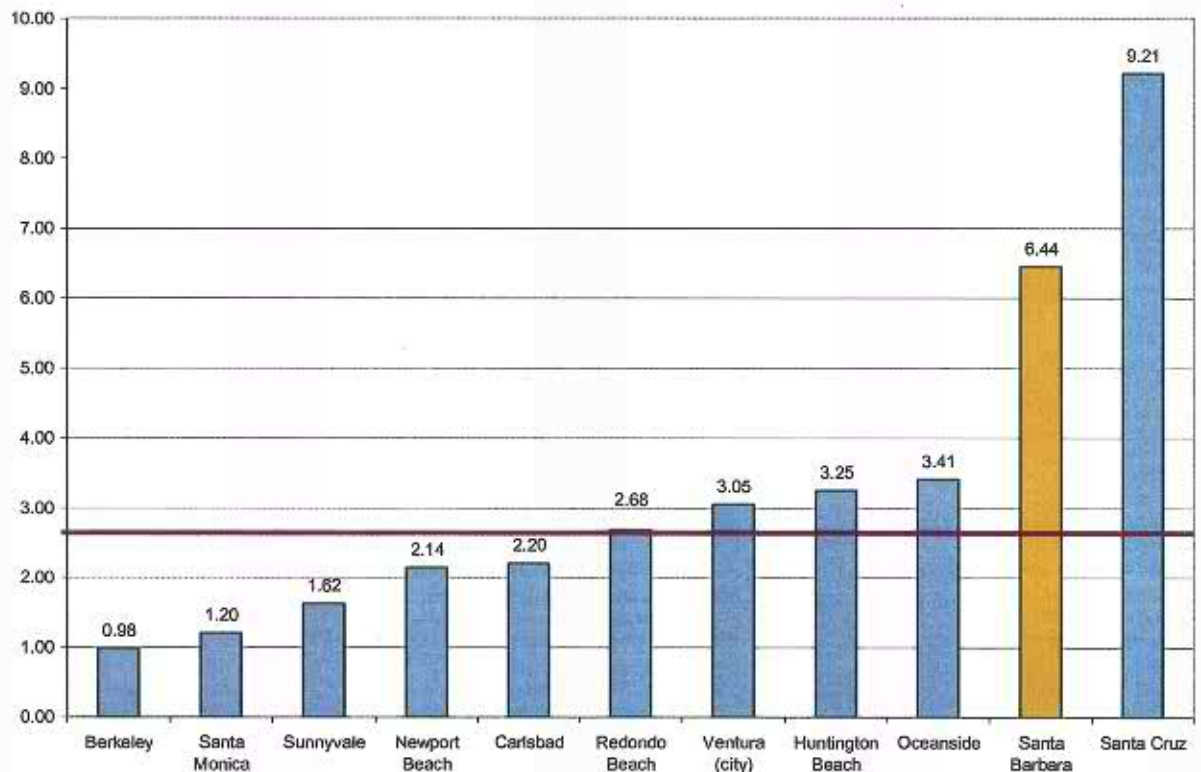
Library Operating Budget per capita - FY 2008



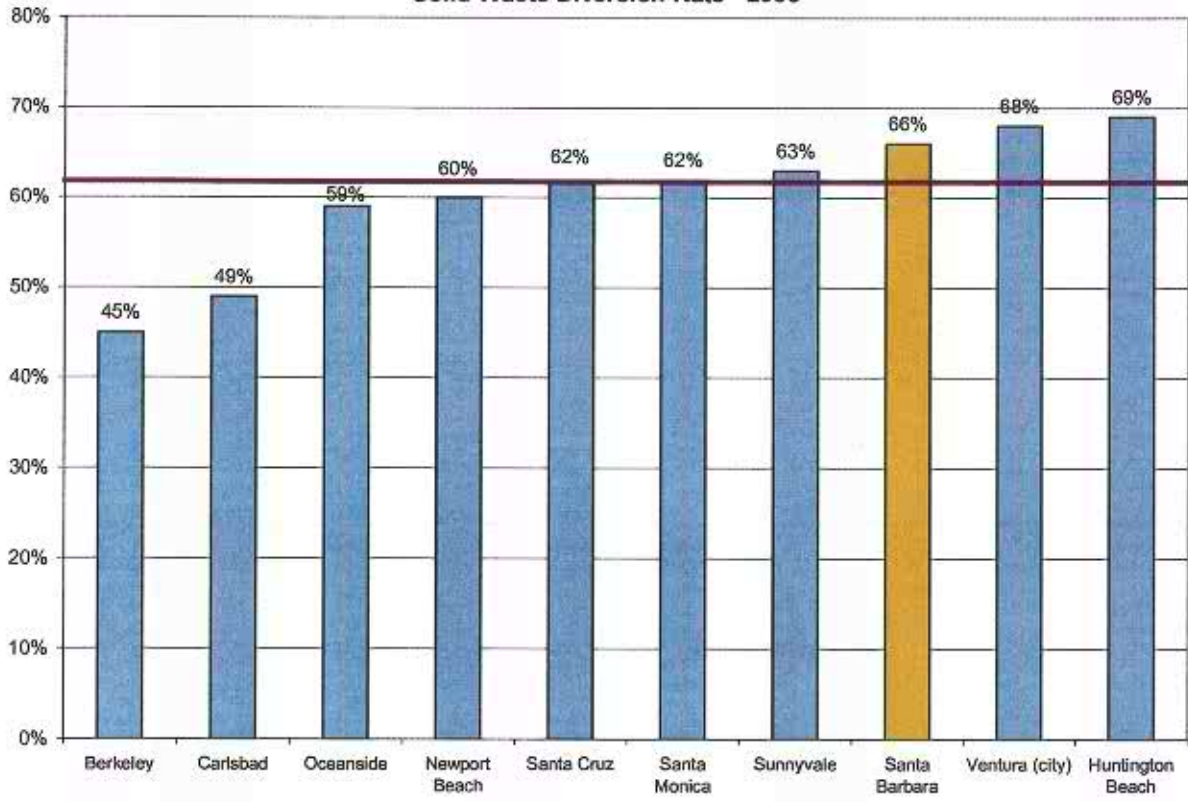
Library Circulation Rate Per Capita - 2006



Developed Park Acreage
Per 1,000 Residents - FY 2008

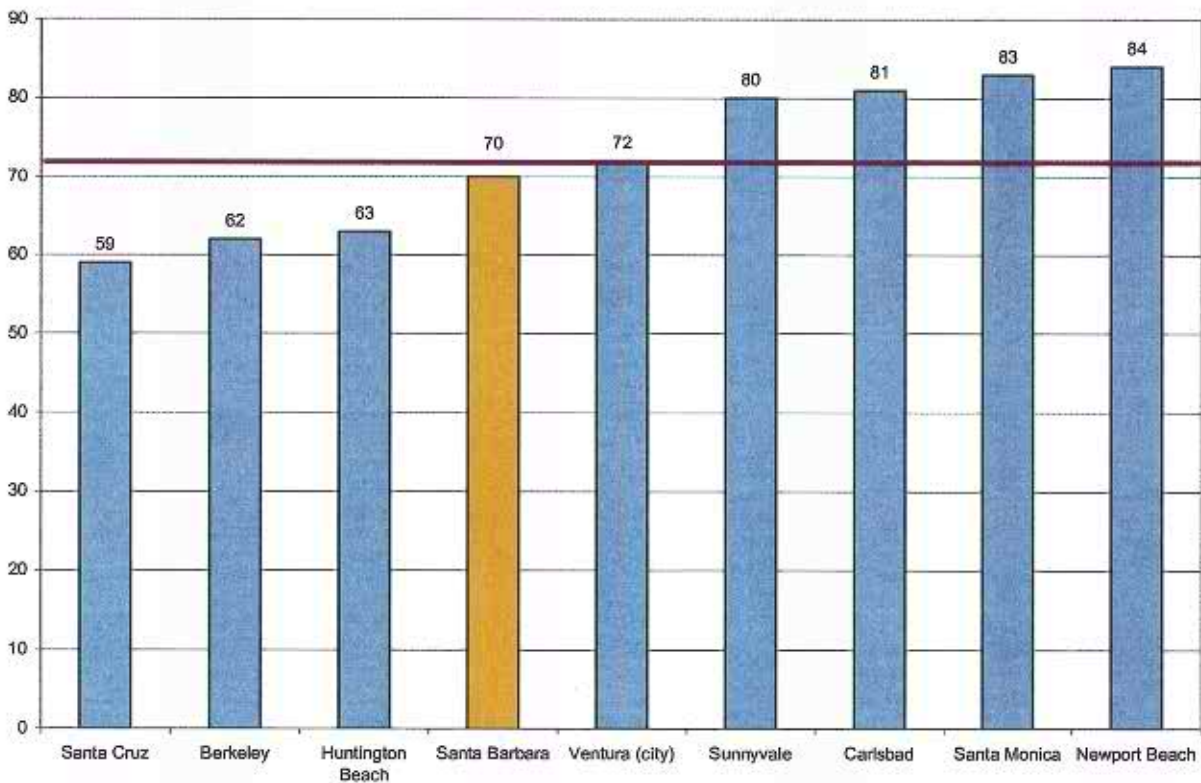


Solid Waste Diversion Rate - 2006



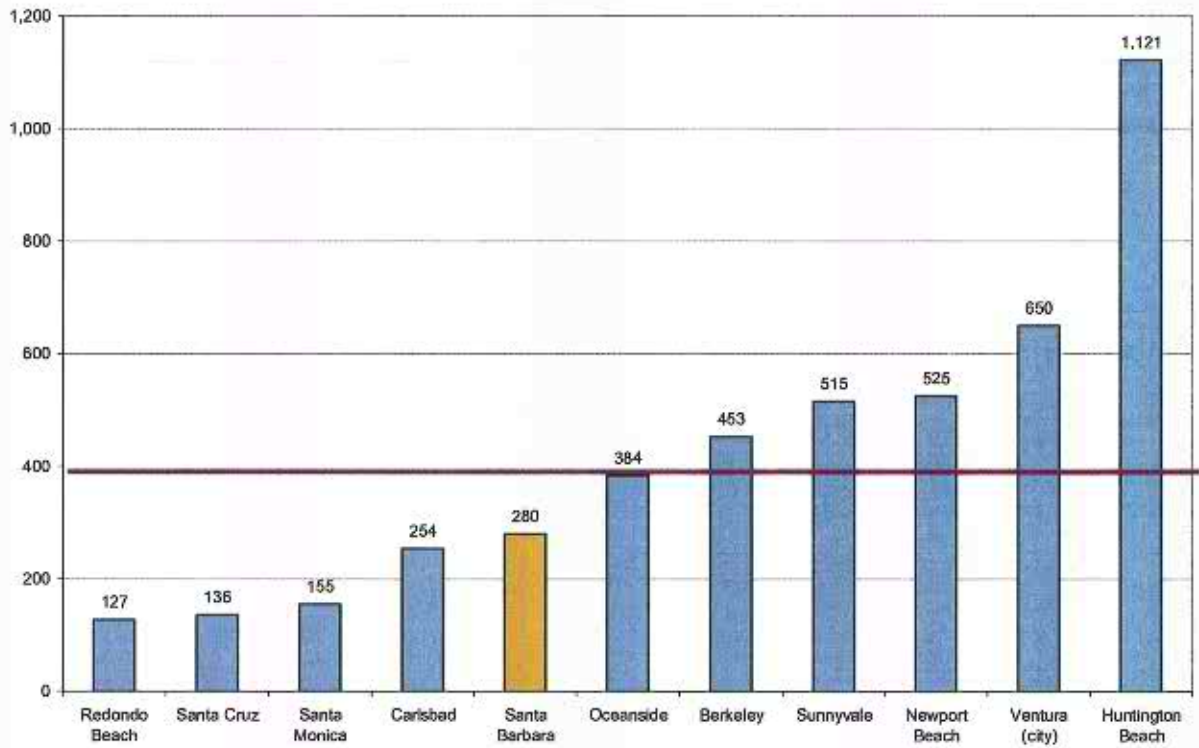
Note: City of Redondo Beach diversion rate not available, part of a larger area.

Street Pavement Condition Index - FY 2008



*Oceanside does not have a report rating their streets.

Lane Miles Maintained



*Huntington Beach includes the freeway miles in their community as part of their responsibility.